



Managers and professionals, positions and roles in the transport sector

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Research report

**Managers and professionals,
positions and roles
in the transport sector**

Alain Pichon

Frederik Mispelblom Beyer



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General introduction

The transport industry is historically composed of men that are mainly blue collar workers. Yet today, managers and professionals represent an increasing growing number of employees in the transport sectors. This evolution is the result of structural changes that are taking place in the transport companies. These structural changes are combined with a strong increase in qualifications and an important development of new technologies. They are also linked to an increasing number of women in transport sectors.

In order to communicate more efficiently with this group of highly qualified employees and to improve the social dialogue in European transport sectors, a better understanding of their role and their situation was necessary.

Therefore, in 2007, in the debate on sustainable development in Europe, in line with the Responsible European Management developed by EUROCADRES, the European Transport Federation has developed a work program entitled “managerial staff: position and role in the transport sector”. The present research is included in the framework of this program. Its goal was to obtain a better knowledge and understanding of the real situations that managerial and professional staff encounters in the transport companies and their links to social partners and, more specifically, the European Transport Workers’ Federation.

This research has been organized in two parts.

At first, a statistical study has been carried out on the evolution of these categories of employees in the transport sector, during the 1997 to 2006 period and their situation in 2006. The analysis included a comparison to other categories of salaried employees and specifically managers and professionals in overall sectors. The results are presented in the first part of this report.

Secondly, a qualitative study by questionnaires has been conducted with managers and professionals, members of ETF, in order to understand their working conditions, their responsibilities, the field of their social responsibilities, their autonomy, the problems encountered, the development of discrimination, the relation with their employers and subordinates, the best practice of management and their mechanisms, the managers’ and professionals’ opinions and their needs in the relations with trade unions. These results are presented in the second part of this report.

Part 1

Statistical analysis (1997-2006)

Introduction

In the first part of this research, the main question concerns the evolution of the number of managers and professionals in the European Transport Industry (ETF sectors) during the 1997 to 2006 period and of their situation in 2006. An evolution and a situation compared to other categories of persons employed in ETF sectors themselves but also to the whole of national populations studied including managers and professionals.

In order to answer this question, we decided to analyse: firstly the populations of persons employed in overall sectors with focus on managers and professionals; secondly the populations of persons employed in ETF sectors with focus on managers, professionals and others ETF salaried employees. The goal was to be able with this method to compare ETF managers and professionals with managers and professionals belonging to overall sectors (M&P ETF versus M&P all sectors), and also ETF managers and professionals with others categories of persons employed in ETF sectors (M&P ETF versus other ETF).

Methodology

Data used are from EU labour Force Survey database (Eurostat database¹). For 1997, data that were collected for the study concerned 15 countries: Belgium, the Czech Republic, Denmark, Germany, France, Italy, Luxembourg, Hungary, the Netherlands, Austria, Portugal, Slovenia, Sweden, the United-Kingdom and Spain. For 2006, data from Bulgaria and Lithuania were added.

For each country, for the two years studied (1997 and 2006), and for the various working categories analysed, we collected these variables: total population, number of persons employed², number of salaried employees, number of self-employed with employees, number of self-employed without employees.

Data collected concerned also sex (i.e. men or women), age categories (20-29 years old, 30-39 years old, 40-49 years old, 50-59 years old, 60 years old and more), level of education (hereafter called “low” (i.e. ISCED³ 0, 1, 2), “medium” (i.e. ISCED 3 and 4) and “high” (i.e. ISCED 5 et 6)), ISCO categories (managers, professionals, others) and type of sector (“all sectors” or “ETF sectors”).

Concerning managers and professionals, main subjects of the study, we choose the following ISCO 88⁴ categories. For managers, we selected the 1.2 and 1.3 categories of the major group 1, which are “corporate managers” and “managers of small enterprises”. For professionals, we selected the 2.1 to 2.4 categories, which correspond to the whole of “professionals” from the major group 2.

Concerning the analysis of ETF’s specific sectors, we choose the following NACE’s economic activities⁵: sector 050 (i.e. “Fishing, operation of fish hatcheries and fish farms; service activities incidental to fishing”) and sectors 60, 61, 62, 63 from the “transport, storage and communication” section (i.e. “land transport; transport via pipeline”, “water transport”, “air transport”, “supporting and auxiliary transport activities; activities of travel agencies”).

Concerning the analysis linked with positions and roles of persons employed in the organizations, we analysed data from Eurostat 2006 in relation to the “supervisor” variable. This new variable created by Eurostat in 2006 tries to identify the workers that have the formal responsibility to supervise other employees (i.e. take charge of the work, direct the work and see that it’s satisfactorily carried out⁶). Despite reserves that it may raise⁷, this variable is an important indicator

¹ http://circa.europa.eu:80/irc/dsis/employment/info/data/eu_lfs/index.htm

² Number of persons employed = salaried employees + self-employed persons + family workers

³ http://circa.europa.eu/irc/dsis/employment/info/data/eu_lfs/LFS_MAIN/Related_documents/ISCED_EN.htm

⁴ http://circa.europa.eu/irc/dsis/employment/info/data/eu_lfs/LFS_MAIN/Related_documents/ISCO_EN.htm

⁵ http://circa.europa.eu/irc/dsis/employment/info/data/eu_lfs/LFS_MAIN/Related_documents/Nace_Rev_1.1.htm

⁶ European Commission Eurostat, *EU Labour Force Survey database, User guide, 06/2007*

⁷ Gerrit Bauer, JeanMarie Jungblut, Walter Müller, Reinhard Pollak, Felix Weiss, Heike Wirth, *Issues in the Comparative Measurement of the supervisory Function*, Bled, Slovenia, 29 – 30 June 2006

to measure the number of persons employed that have this property and role position in working organizations. For overall sectors and for ETF sectors in particular, we have undertaken a comparative analysis of this responsibility for managers, professionals and others salaried employees.

Concerning ILO's data, it appeared too partial to be finally used in the comparative analysis of the number of persons employed. Nevertheless, we have kept rates of strikes, lock-out and occupational accidents in order to reveal some aspects of the difficulties encountered at work in ETF sectors in particular and in overall sectors.

To minimize the disparity in terms of population sizes between countries studied, we've presented our results and analysis in the shape of rates and tables with global results for the European areas studied. We also specified amplitude of the phenomenon observed (i.e. the lowest and the highest national rates). When amplitude is low, it means that the phenomenon is a general principle for all the countries studied. When amplitude is high, it means a great disparity between countries studied. In this last case, the highest amplitude is, the more we encourage the reader to consult more precisely tables that give an account of the situation in all the countries studied. Moreover, amplitude that we display gives other important information. According to the circumstances, they form indications of good or bad process. Thus, a high national rate concerning the percentage of women in a given category is a reliable indicator of low discrimination in the country studied. Therefore, this country appears as a model to follow and inversely.

We will successively present:

- the main evolutions that took place between 1997 and 2006 for the 15 countries studied, underlying the most significant results
- the 2006 situation for the 17 countries analysed, underlying the most significant results
- information gathered from the study of supervisor's responsibilities
- results concerning industrial injuries
- some significant correlations for ETF sectors

1. The main evolutions from 1997 to 2006 (15 countries)

1.1 Overall sectors

1.1.1 Overall categories

❖ Concerning overall ISCO categories in overall sectors:

➤ Number of persons and gender: Globally, in the whole of the 15 countries studied of which 1997 and 2006 data are available, the Total population has increased by 5.35 %. The Total population has risen by more than 16 millions of people to reach, in 2006, 332 millions of inhabitants. Of course, we have to remain cautious about this evolution according to the diversity of population sizes between each country studied. Indeed only five countries (Germany, Italy, France, the United-Kingdom and Spain) represent more than 75 % of the Total population (*Figure 1*).

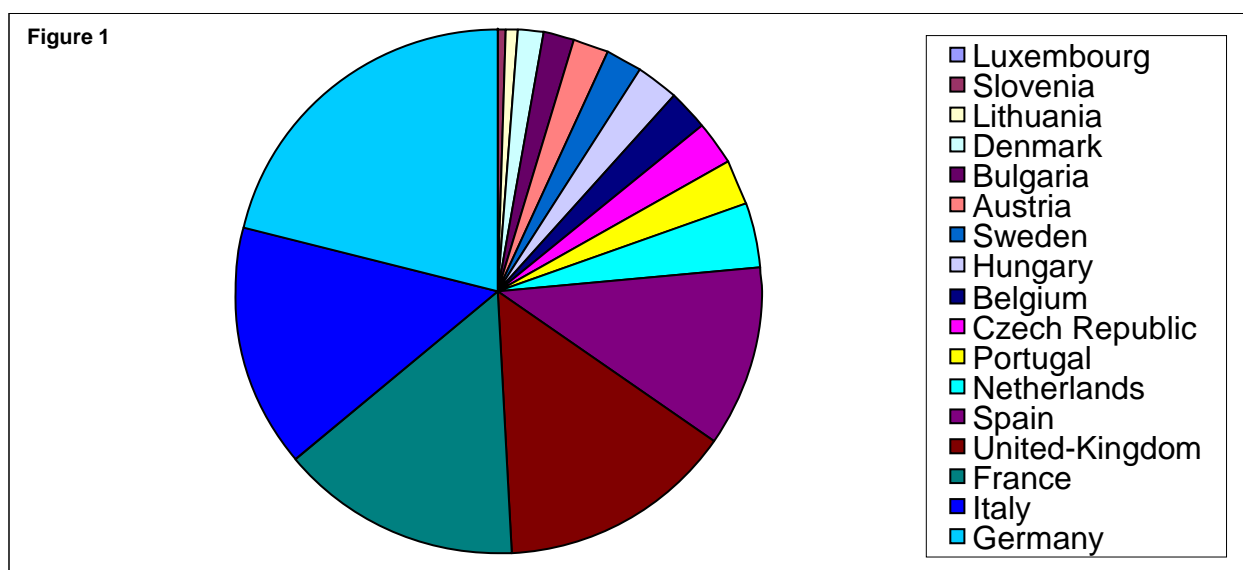


Figure 1: Representation of proportions of the Total population per country studied in 2006 (17 countries studied).

Even if the majority of the countries have seen their total population approximately increased by 5%, we have noticed some evolutions more significant than others depending on the country studied (amplitude: from +1.56 % to +13.60 %). That is the case for Spain which has seen a rise of 13.60 % in its total population. That is also the case for Luxembourg which has seen an increase of 10.06 % in its total population.

The number of persons employed, all status taken together, has risen by 12.64 % with amplitude of -1.58 % in the Czech Republic and of +48.75 % in Spain. This increase in the number of persons employed is due in a large part to women that have seen their number risen by 19.01 % (amplitude: from -3.23 % to +71.65 %) while the number of men was only increasing by 8.02 % (amplitude: from -0.28 % to +36.35 %). Likewise, the number of unemployed persons has diminished by 18.37 % (amplitude: from -46.98 % in Spain to +121.36 % in Luxembourg), a decrease a little bit more sensible for men (-19.26 %) than for women (-17.41 %).

➤ Status: Regarding the general evolution of the employment between 1997 and 2006, another phenomenon has to be underlined. It concerns the distribution of workers according to their status: salaried employees, self-employed with employees and self-employed without employees.

From the data analysed, we found that:

- The number of salaried employees has increased by 13.72 % (amplitude: from -6.04 % in the Czech Republic to +60.14 % in Spain).
- The number of self-employed with employees has diminished by 1.77 % (amplitude: from -36.19 % in Italy to +263.30 % in Belgium).
- The number of self-employed without employees has risen by 20.66 % (amplitude: from -46.03 % in Hungary to +96.19 % in Luxembourg).

It results from this situation a rearrangement of employment configuration. On one hand, a rise in the number of salaried employees (+13.72 %) that follows the general increase of the employment (+12.64 %). On the other hand, we noticed a higher increase in the number of self-employed without employees (+20.66 %) compared to the rise in the number of salaried employees (+13.72 %), these self-employed without employees being subject to logics of commercial subordination.

❖ A focus on salaried employees gives us the following information:

➤ Gender: The number of women that are salaried employees has increased much more than the number of men salaried employees (20.39 % for women versus 8.47 % for men). This phenomenon is almost general to all the countries studied.

➤ Age categories:

- Overall and for a decade, the number of salaried employees aged 20-29 years old has slightly risen (+1.13 %) but the difference in amplitude recorded has been strong (from -17.12 % in Luxembourg to +47.02 % in Spain). The number of men aged 20-29 years old has not really evolved (only -0.64 % with amplitude: from -18.08 % in Luxembourg to +39.31 % in Spain) whereas in comparison, the number of women from the same age category has noticeably increased (+3.25% with amplitude: from -11.87 % in Austria to +57.48 % in Spain).
- On the opposite edge of the age pyramid, the number of salaried employees aged 50-59 years old has increased by 34.13% for the whole of the fifteen countries studied (with amplitude: from +10.39 % in Sweden to +102.11% in Slovenia). The Europe of salaried employees is getting older.

➤ Levels of education:

- Overall, the number of salaried employees that have a low level of education has decreased by 9.34 % (amplitude: from -43.08 % in the United-Kingdom to +21.67 % in Spain). The decrease is almost identical for men (-10.39 %) and women (-10.02 %).
- The number of salaried employees that have a medium level of education has increased by 21.71 % (amplitude: from -5.05 % in Denmark to +104.59 % in Spain). This evolution of the medium level of education is more significant for women (+27.72 %) than for men (+14.59 %). However we have observed large amplitude, in particular for women (amplitude: from -8.18 % in Denmark to +132.32 % in Spain).
- The number of salaried employees with a high level of education has increased by 40.10 % (amplitude: from +6.91 % in Germany to +106.96 % in Austria). This is a performance where women do better than men (52.64% for women against 27.53% for men).

- ❖ Concerning self-employed with employees, in the whole of the fifteen countries studied, we can quickly notice that the number of men has decreased by 3.41% whereas the number of women has increased by 4.12%. The number of persons aged 20-29 years old has diminished by 34.68 % whereas the number of persons aged 60 years old and more has risen by 11.85 %. The number of self-employed with employees that have a low level of

education has diminished by 25.74 % whereas medium and high levels of education have respectively increased by 7.72 % and 20.48 %.

- ❖ Concerning self-employed without employees, we found that the number of men and women have increased (respectively by 16.28% and 30.85%). The number of 20-29 years old has slightly increased by 5.29 % (amplitude: from -62.16 % in Hungary to +100.52 % in Luxembourg). On the other hand, the number of 50-59 years old and 60 years old and more has noticeably increased (respectively by 29.67 % for the first ones and by 28.77 % for the second ones). Finally, the number of self-employed without employees that have a low level of education has decreased by 11.37 % whereas medium and high levels of education have respectively increased by 33.42 % and 73.21 %.

1.1.2 Managers of overall sectors

- ❖ Concerning managers of overall sectors:

- Total number: The total number of managers has increased by 22.80% (amplitude: from -5.55 % in the Czech Republic to +299.95 % in Italy!).

- Status:

- Managers from the salaried employees' category (**hereafter called SEM**) have increased by 20.65 % (amplitude: from +3.39 % in Germany to +141.67 % in Portugal).
- Managers from the self-employed with employees' category have increased by 23.67 % (amplitude: from -29.50 % in Austria to +431.96 % in Hungary!).
- Managers from the self-employed without employees' category have increased by 29.72 % (amplitude: from -85.92 % in Hungary to +2550.92 % in Italy!).

From 1997 to 2006, with numbers sometimes impressive, the employment landscape for managers of overall sectors and of the fifteen countries studied has been considerably rearranged.

❖ A focus on the evolution of the number of SEM reveals some interesting elements:

- Gender: The evolution is stronger for women than for men. Indeed, the number of men that are SEM has increased by 11.34 % (amplitude: from -5.64 % in the Netherlands to +95.44 % in Portugal) whereas the number of women that are SEM has risen by 44.45 % (amplitude: from -11.36 % in Austria to +320.33 % in Italy).
- Age categories:
 - Concerning 20-29 years old category, the number of SEM has decreased by 9.88%. This evolution is more distinct for men (-14.05 %) than for women (-4.11 %) and we can note strong disparities between countries.
 - Concerning 50-59 years old SEM, their number have risen by 28.87% (amplitude: from -18.50% in Germany to +158.38% in Italy) and the number of SEM aged 60 years old and more has increased by 67.42 % (amplitude: from 36 % in Slovenia to +360.97 % in Italy).
- Levels of education:
 - The number of SEM that have a low level of education has diminished by 35.99 % (-38.78 % for men and -34.20 % for women).
 - The number of SEM that have a medium level of education has risen by 23.8 %. This evolution is stronger for women (+42.49 %) than for men (+12.28 %).
 - The number of SEM that have a high level of education has increased by 46.01 %. Here again, this evolution is stronger for women (+88.37 %) than for men (+27.55 %).
 - As for other variables, we have noticed strong disparities between countries studied. For example, in Italy, we report a decrease of 65.87% in the number of SEM that have a low level of education whereas in Portugal, this number has increased by 286.59 %.

1.1.3 Professionals of overall sectors

❖ Concerning professionals of overall sectors:

- Total number: The total number of professionals has increased by 23.66 % (amplitude: from -1.11 % in the United-Kingdom to +75.02 % in Slovenia). This expansion is almost equivalent to managers' one (+22.80%) but it concerns a much higher number of persons (4.5 millions of professionals versus 2.7 millions of managers).
- Status:
 - Professionals from the salaried employees' category (**hereafter called SEP**) have increased by 21.03% (amplitude: from -9.25 % in Italy to 74.86% in Slovenia).
 - Professionals from the self-employed with employees' category have increased by 6.30 % (amplitude : from -50.30 % in Luxembourg to +557.28 % in Belgium)
 - Professionals from the self-employed without employees' category have increased by 60.93 % (amplitude: from -1.11 % in Hungary to +172.05 % in Italy).

As for managers, in overall sectors and in the fifteen countries studied, the employment landscape of professionals has been reorganized in support of the self-employed without employees.

❖ A focus on SEP allows us to gather some information:

- Gender: The number of women from the SEP' category has increased slightly more than the number of men from the same category (23.35 % for women against 18.97 % for men).
- Age categories:
 - The number of SEP aged 20-29 years old has risen by 25.58 % (amplitude: from -21.92 % in Italy to 72.23 % in Spain).
 - The number of SEP aged 50-59 years old has increased by 42.77 % (amplitude: from 0.74% in the Czech Republic to 163 % in Slovenia).

➤ Levels of education:

- The number of SEP that have a low level of education has diminished by 34.76 % (amplitude: from -76.63 % in Austria to +196.75 % in Portugal). This decrease is stronger for women (-38.30%) than for men (-32.14%).
- The number of SEP that have a medium level of education has increased by 15.60 % (with +38.88 % for men and -8.71 % for women).
- The number of SEP that have a high level of education has increased by 26.28 % (amplitude: from -2.09 % in the United-Kingdom to +100.96 % in Slovenia). This rise is stronger for women (+34.24 %) than for men (+19.28 %).

1.2 ETF sectors

1.2.1 Overall ISCO categories in ETF sectors

❖ Concerning overall ISCO categories in ETF sectors :

➤ Gender: All status taken together, the number of persons employed has increased by 14.15 % (amplitude: from -8.23 % in Denmark to +31.85 % in Spain). This evolution is mainly due to women who have seen their number increased by 28.96 % (amplitude: from -12.63 % in the Czech Republic to +94.41 % in Spain) whereas the number of men has only risen by 10.60 % (amplitude: from - 9.21 % in Denmark to +23.46 % in Spain).

➤ Age categories:

- The number of persons aged 20-29 years old has diminished by 3.82 % (amplitude: from -42.53 % in Denmark to +32.67 % in Portugal).
- The number of persons aged 50-59 years old has risen by 13.77 % (amplitude: from -24.15 % in Denmark to +77 % in Belgium).

➤ Levels of education:

- The number of persons that have a low level of education has decreased by 22.94 % (amplitude: from -53.86 % in Hungary to +5.66 % in Portugal)
- The number of persons that have a medium level of education has remained relatively stable at -0.91 % (amplitude: from -34.61 % in Denmark to +82.36 % in Spain)
- The number of persons that have a high level of education has increased by 14.72 % (amplitude: from -16.63 % in Luxembourg to +237.19 % in Austria).

➤ Status:

- The number of ETF salaried employees has increased by 16.35 % (amplitude: from -3.75 % in Denmark to +39.47 % in Spain)
- The number of ETF self-employed with employees has diminished by 1.60 % (amplitude: from -48.63 % in Italy to +202.77 % in Belgium).
- The number of ETF self-employed without employees has risen by 6.01 % (amplitude: from -47.78 % in Denmark to +118.91 % in Austria)

❖ A focus on ETF salaried employees has allowed us to highlight the following information:

➤ Gender: The numbers of men and women that are ETF salaried employees have respectively increased by 12.80 % (amplitude: from -3.36 % in Denmark to +34.18 % in Portugal) and by 29.71 % (amplitude: from -18.50 % in the Czech Republic to +78.75 % in Spain).

➤ Age categories:

- The number of 20-29 years old ETF salaried employees is stable at 0.32 % (amplitude: from -37.68 % in Denmark to +37.40 % in Portugal). Overall, the difference between men and women is not very important (-0.53 % for men and +2.20 % for women) but strong differences are observed between countries studied.
- On the opposite edge of the age pyramid, the number of ETF salaried employees aged 50-59 years old has increased by 42.30 % (amplitude: from +0.45 % in Portugal to +165.56 % in Slovenia).

➤ Levels of education:

- The number of ETF salaried employees that have a low level of education has decreased by 7.32 % (-7.94 % for men and -3.51 % for women).
- The number of ETF salaried employees that have a medium level of education has increased by 28.38 % (+26.37 % for men and +34.86 % for women).
- The number of ETF salaried employees that have a high level of education has risen by 60.13 % (+47.53 % for men and +88.41 % for women).

1.2.2 ETF managers

❖ Concerning ETF managers:

- Total number: From 1997 to 2006, in the whole of the fifteen countries studied, the total number of ETF managers has increased by 23.97 % (amplitude: from -24.70 % in Denmark to +105.69 % in Italy).
 - Status: The number of ETF managers from the salaried employees' category, the self-employed with employees' category and the self-employed without employees' category have respectively increased by 19.55 % (amplitude: from -32.20 % in Denmark to +463.77 % in Portugal), by 34.02 % (amplitude: from -42.01 % in Luxembourg to +211.80 % in Belgium) and by 28.01 % (amplitude: from -86.40 % in Hungary to +235.27 % in the Netherlands).
- ❖ A focus on ETF managers from the salaried employees' category (**hereafter ETF SEM**) has allowed us to highlight the following information:
- Gender: The number of women SEM from ETF sectors has increased much more than men SEM from the same sectors. Indeed, the number of women has risen by 78.49 % (amplitude: from -20.29 % in Sweden to +268.66 % in Hungary) whereas the number of men has only increased by 4.60 % (amplitude: from -38.61 % in Denmark to +2339.62 % in Portugal!).
 - Age categories:
 - The number of ETF SEM aged 20-29 years old has decreased by 17.30 % with a 9.28 % reduction in men's part and a 27.73 % reduction in women's part.
 - The number of ETF SEM aged 50-59 years old has risen by 27.40 % as well as the number of SEM aged 60 years old and more that has increased by 67.78 %.
 - Levels of education:
 - The number of ETF SEM that have a low level of education has decreased by 43.43 % (amplitude: from -81.11 % in Denmark to +727.42 % in Portugal) with a 58.33 % reduction in men's part and a 19.43 % increase in women's part.

- The number of ETF SEM that have a medium level of education has risen by 32.61 % with a 19.49 % increase in men's part and a 82.09 % increase in women's part.
- The number of ETF SEM that have a high level of education has increased by 55.45 % (amplitude: from -43.92 % in Sweden to +486.34 % in Portugal) with a 37.76 % increase in men's part (amplitude: from -41.02 % in Sweden to +195.79 % in Austria) and a 118.24 % increase in women's part (amplitude: from -51.38 % in Sweden to +545.78 % in Spain).

1.2.3 ETF professionals

❖ Concerning ETF professionals:

- Total number: From 1997 to 2006, the total number of ETF professionals in the whole of the fifteen countries studied has increased by 38.86 % (amplitude: from -22.95 % in Austria to +280.36 % in Italy).
- Status:
 - The number of ETF SEP has risen by 41.58 % (amplitude: from -19.09 % in Austria to +395 % in Italy)
 - The number of ETF professionals from the self-employed with employees' category has decreased by 25.41 %.
 - The number of ETF professionals from the self-employed without employees' category has diminished by 8.56 %.

❖ A focus on ETF professionals from the salaried employees' category (**hereafter called ETF SEP**) has allowed us to highlight the following information:

- Gender: The number of men SEP in ETF sectors has risen by 43% (amplitude: from -23.55 % in Spain to +659.55 % in Denmark). The number of women SEP in ETF sectors has increased more moderately than men's one (37.56 % with amplitude: from -53.05 in Austria to +221.02 % in Italy).

➤ Age categories:

- The number of ETF SEP aged 20-29 years old has risen by 42.29 % (amplitude: from -64.83 % in Austria to +692.02 % in Portugal) with a 46.28 % increase in men's part (amplitude: from -57.11 % in Austria to +259.11 % in Germany) and a 35.92 % increase in women's part (amplitude: from -66.31 % in Austria to +469.77 % in Portugal).
- The number of ETF SEP aged 50-59 years old has risen by 55.77 % (amplitude: from -35.31 % in Germany to +831.59 % in Slovenia).

➤ Levels of education:

- The number of ETF SEP that have a low level of education has increased by 33.32 % (+83.24 % for men and -28.65 % for women).
- The number of ETF SEP that have a medium level of education has increased by 60.53 % (+110.19 % for men and -40.97 % for women).
- The number of ETF SEP that have a high level of education has increased by 31.42 % (amplitude: from +2.17 % in Germany to +184.22 % in Austria) with a 16.97 % increase in men's part (amplitude: from -9.37 % in Germany to +532.61 % in Slovenia) and a 89.48 % increase in women's part (amplitude: from -7.60 % in Luxembourg to +591.91 % in Hungary).

1.2.4 Other categories in ETF sectors

- ❖ Concerning other ISCO categories in ETF sectors (i.e. groups 3 to 9), the main information collected are the following:

➤ Number of persons: In the whole of the fifteen countries studied, a 12.69% increase in the number of persons employed has been recorded.

➤ Status: The number of salaried employees has risen by 15.64 % whereas the number of self-employed with employees has diminished by 27.44 % and the number of self-employed without employees has only increased by 3.45 %.

- ❖ A focus on salaried employees shows the following information:
 - Gender: The numbers of men and women from the salaried employees' category have respectively increased by 12.61 % (amplitude: from -4.91 % in Slovenia to +33.52 % in Spain) and by 27.11 % (amplitude: from -20.24 % in the Czech Republic to +72.80 % in Spain).
 - Age categories:
 - The number of salaried employees aged 20-29 years old has been stable at 0.08 % (amplitude: from -40.22 % in Denmark to +31.15 % in Spain). The number of men from this age category has diminished by 1.11 % (amplitude: from -30.99 % in Denmark to +69.41% in Portugal) whereas the number of 20-29 years old women has increased by 2.78 % (amplitude: from -54.84 % in Denmark to +32.97 % in Spain).
 - The number of salaried employees aged 50-59 years old has risen by 43.56 % (amplitude: from -5.89% in Portugal to +109.84% in Belgium).
 - Levels of education:
 - The number of salaried employees that have a low level of education has diminished by 5.98 % (amplitude: from -44.80 % in Slovenia to +22.57 % in Portugal) with a 6.25 % reduction in men's part (amplitude: from -50.33% in Slovenia to +21.64 % in Germany) and a 4.31 % reduction in women's part (amplitude: from -33.65 % in Hungary to +45.85 % in Belgium).
 - The number of salaried employees that have a medium level of education has increased by 27.59 % (amplitude: from -6.80 % in Denmark to +84.20 % in Spain) with a 25.52 % increase in men's part (amplitude: from -3.94 % in Denmark to +87.09 % in Spain) and a 34.26 % increase in women's part (amplitude: from -13.33 % in Denmark to +78.45% in Luxembourg).
 - The number of salaried employees that have a high level of education has risen by 67.62% (amplitude: from -41.21% in Luxembourg to +373.34% in Austria) with a 58.48% increase in men's part (amplitude: from -28.71% in Luxembourg to +474.66% in Austria) and a 84.35% increase in women's part (amplitude: from -55.03% in Luxembourg to +142.67% in Italy).

1.3 Synthesis of significant evolutions (1997-2006)

In the first part of this study, we analysed the main evolutions of ETF managers and ETF professionals compared to other managers and professionals as well as other salaried employees categories. The main information that have been learned in this first part of the study are presented below.

General trends

If we concentrate our study on overall data from the fifteen countries studied in 1997 as they appear in the table 1, first, we notice that for all ISCO categories and all status taken together, the number of persons employed has risen faster in ETF sectors than in overall sectors (14.15% against 12.64%). This is also true for managers (23.97 % against 22.80 %) and professionals (where the phenomenon is even stronger with 38.86 % against 23.66 %). We are not only seeing an expansion of ETF sectors but also a professionalization of these sectors by the arrival of high level experts.

Table 1: Evolution (1997-2006, in percents) of ISCO categories (overall categories, managers, professionals and categories 3 to 9) in overall sectors and in ETF sectors according to their characteristics (status, gender, age category and level of education).

| Evolution 1997-2006 | ALL sectors | | | | ETF sectors | | | |
|---------------------------------|-------------|--------------|-------------------|--|-------------|--------------|-------------------|-------------|
| | All ISCO | All Managers | All Professionals | | All ISCO | All Managers | All Professionals | Others ISCO |
| All STATUS | | | | | | | | |
| Employed | 12.64% | 22.80% | 23.66% | | 14.15% | 23.97% | 38.86% | 12.69% |
| Employed employees | 13.72% | 20.65% | 21.03% | | 16.35% | 19.55% | 41.58% | 15.64% |
| Self employed without employees | 20.66% | 29.72% | 60.93% | | 6.01% | 28.01% | -8.56% | 3.45% |

FOCUS employees

| | | | | | | | | |
|-----------------------|--------|---------|--------|--|--------|---------|---------|--------|
| Men employees | 8.47% | 11.34% | 18.97% | | 12.80% | 4.60% | 43.00% | 12.61% |
| Women employees | 20.39% | 44.45% | 23.35% | | 29.71% | 78.49% | 37.56% | 27.11% |
| 20-29 years old | 1.13% | -9.88% | 25.58% | | 0.32% | -17.30% | 42.29% | 2.39% |
| 20-29 years old men | -0.64% | -14.05% | 24.63% | | -0.53% | -9.28% | 46.28% | -1.11% |
| 20-29 years old women | 3.25% | -4.11% | 26.43% | | 2.20% | -27.73% | 35.92% | 2.78% |
| 50-59 years old | 34.13% | 28.87% | 42.77% | | 42.39% | 27.40% | 55.77% | 43.56% |
| Level medium | 21.71% | 23.08% | 15.60% | | 28.38% | 32.61% | 60.53% | 27.59% |
| Level medium men | 14.59% | 12.28% | 38.88% | | 26.37% | 19.49% | 110.19% | 25.52% |
| Level medium women | 27.72% | 42.49% | -8.71% | | 34.86% | 82.09% | -40.97% | 34.26% |
| Level high | 40.10% | 46.01% | 26.28% | | 60.13% | 55.45% | 31.42% | 67.62% |
| Level high men | 27.53% | 27.55% | 19.28% | | 47.53% | 37.76% | 16.97% | 58.48% |
| level high women | 52.64% | 88.37% | 34.24% | | 88.41% | 118.24% | 89.48% | 84.35% |

Moreover, we notice that this evolution is mostly in favour of salaried employees. The number of ETF salaried employees has risen faster than the number of salaried employed belonging to overall sectors (16.35 % versus 13.72 %). The number of ETF SEM has risen identically than the number of salaried employed managers belonging to overall sectors (19.55 % versus 20.65 %). However, the number of ETF SEP has increased much faster than the number of SEP belonging to overall sectors (41.58 % versus 21.03%). If the number of ETF self-employed managers without employees has risen almost identically as the number of self-employed managers without employees belonging to overall sectors (28.01 % against 29.72 %), the situation is different for the professionals. Indeed, the number of ETF self-employed professionals without employees has decreased by 8.56 %

whereas the number of self-employed professionals without employees belonging to overall sectors has risen by 60.93 %. The whole of these data shows that if a notable increase in the ETF professionals has been noticed, it is almost only to the benefit of the salaried employees' category.

Concerning salaried employees and gender distinctions specifically, we observe that the number of men SEM has risen more slowly in ETF sectors than in overall sectors (4.60 % against 11.34 %). On the contrary, the number of men that are ETF SEP has increased faster than the number of men SEP belonging to overall sectors (43% versus 18.97 %). However, the number of women that are ETF SEM has risen much faster than the number of women SEM belonging to overall sectors (78.49 % against 44.45 %). Finally, concerning other categories of persons employed in ETF sectors, we notice that the number of women that are salaried employees has risen more significantly than the number of women salaried employees belonging to overall sectors (25.11 % versus 20.39 %).

Concerning salaried employees and age categories we notice that the number of ETF managers aged 20-29 years old has decreased faster than the number of managers belonging to overall sectors (-17.30 % versus -9.88 %). However, the number of ETF SEP aged 20-29 years old has risen faster than the number of 20-29 years old SEP belonging to overall sectors. This observation is true for men and women.

At the opposite edge of the age pyramid, we observe that the number of ETF SEM aged 50-59 years and the number of SEM aged 50-59 years old belonging to overall sectors have evolved identically (27.40 % against 28.87 %). However the number of ETF SEP aged 50-59 years old has risen faster than the number of 50-59 years old SEP belonging to overall sectors (55.77 % against 42.77%). Therefore, the increase in number of ETF SEP has happened at both ends of the age pyramid.

The last observation concerns the level of education. On one hand, the medium level of education has risen faster in ETF sectors than in overall sectors. This report is true for overall ISCO categories (28.38 % versus 21.71 %). This is true for managers (32.61 % against 23.08 %), for professionals (60.53 % against 16.60 %) and for other salaried employees categories (27.59 % against 21.71%). On the other hand, the high level of education has risen faster in ETF sectors than in overall sectors. As for the medium level of education, this report is true for overall ISCO categories (60.13 % versus 40.10 %). This is true for managers (55.45 % against 46.01 %), for professionals (31.42 % against 26.28 %) and for other salaried employees categories (67.62 % against 40.10 %).

This significant evolution of high level of education is mainly due to women. This is true for overall sectors: for overall ISCO categories (52.64 % for women, 27.53 % for men), for managers (88.37 % for women, 27.55 % for men), for professionals (34.24 % against 19.28 %).

This report is even more visible in ETF sectors: for overall ISCO categories (88.41 % against 47.53 %), for ETF managers (118.24 % against 37.76 %), for ETF professionals (89.48 % against 16.97 %) and for other ISCO categories (84.35 % against 58.48 %).

National specificities

In tables presented below appears the synthesis of the most significant results concerning the evolution of variables studied between 1997 and 2006. Beyond employment evolution in general and salaried employment evolution in particular, three main questions are treated: one concerns women, the other concerns generations and the last concerns the levels of education.

Overall, the number of persons employed in ETF sectors has increased more noticeably than the number of persons employed in overall sectors (14.15 % against 12.64 %) (*Figure 2*). This observation results from contrasting national situations, from which three local scenarios emerge.

In a first scenario, the number of persons employed in ETF sectors has decreased while the number of persons employed in overall sectors has increased (as for Denmark and Hungary) (*Figure 2*).

In a second scenario, the number of persons employed in ETF sectors has increased while the number of persons employed in overall sectors has diminished (as for the Czech Republic) (*Figure 2*).

In a third scenario, both the number of persons employed in ETF sectors and in overall sectors have increased (*Figure 2*). In this last scenario, two situations emerge: either the number of persons employed in ETF sectors has risen faster than the number of persons employed in overall sectors (as for six countries studied and for the whole of the fifteen countries studied) (*Figure 2*), or the number of persons employed in ETF sectors has increased more slowly than the number of persons employed in overall sectors (as for 5 countries studied and Spain specifically) (*Figure 2*). In the first case, ETF sectors are more dynamic than overall sectors. In the second case, ETF sectors are less dynamic than overall sectors.

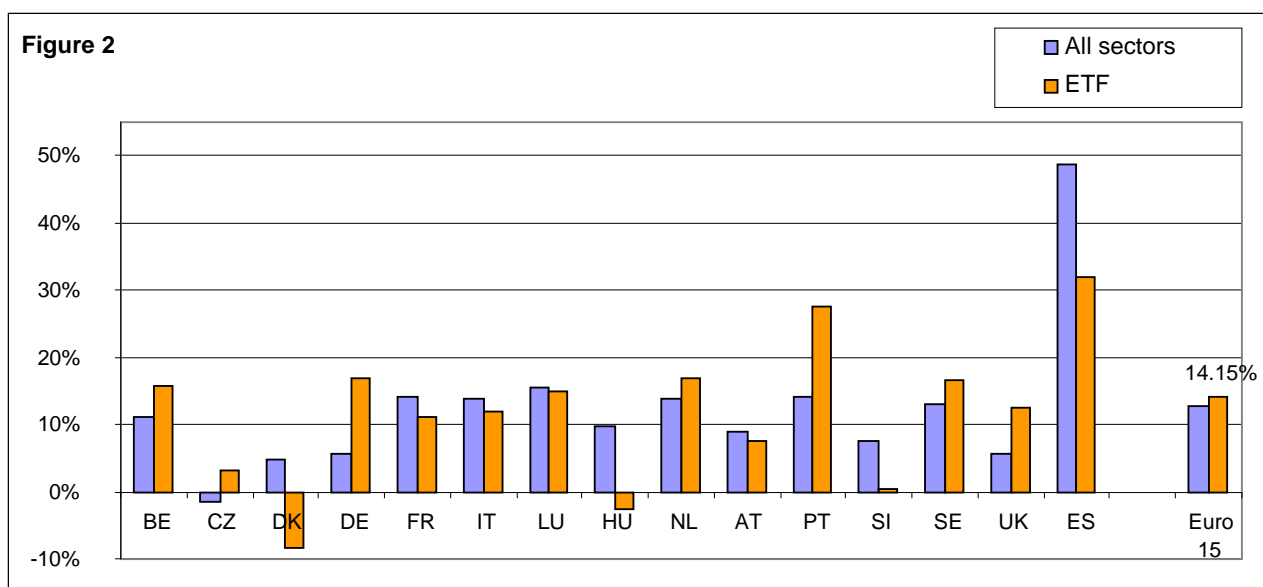


Figure 2: Evolution (1997-2006) per country of the number of persons employed in ETF sectors and in overall sectors (Eurostat).

Concerning the evolution of the number of salaried employees, of women that are salaried employees, of women SEM, of women SEP, of ages and levels of education, we've noticed the following situations:

Evolution of the number of salaried employees

In two countries, the number of salaried employees has diminished (*Figure 3*).

In seven countries, the evolution of the number of salaried employees is stronger in ETF sectors than in overall sectors (*Figure 3*).

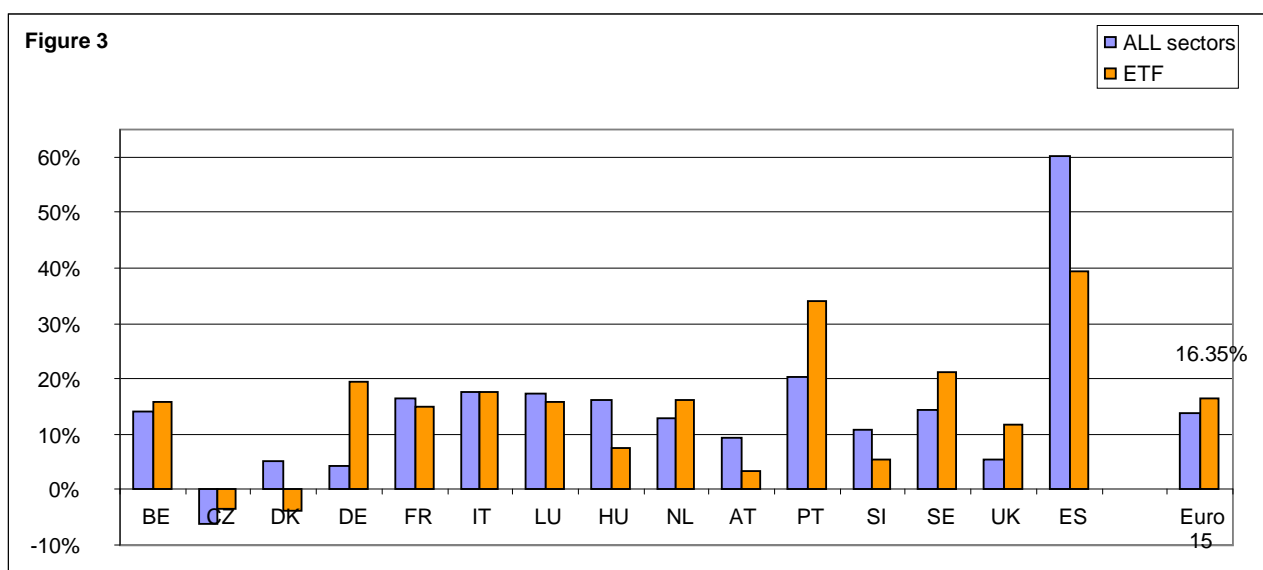


Figure 3: Evolution (1997-2006) per country of the number of salaried employees in ETF sectors and in overall sectors (Eurostat).

Evolution of the number of women that are salaried employees

In two countries, the number of women that are salaried employees has decreased (*Figure 4*).

In 10 countries, the evolution is stronger in ETF sectors than in overall sectors (*Figure 4*).

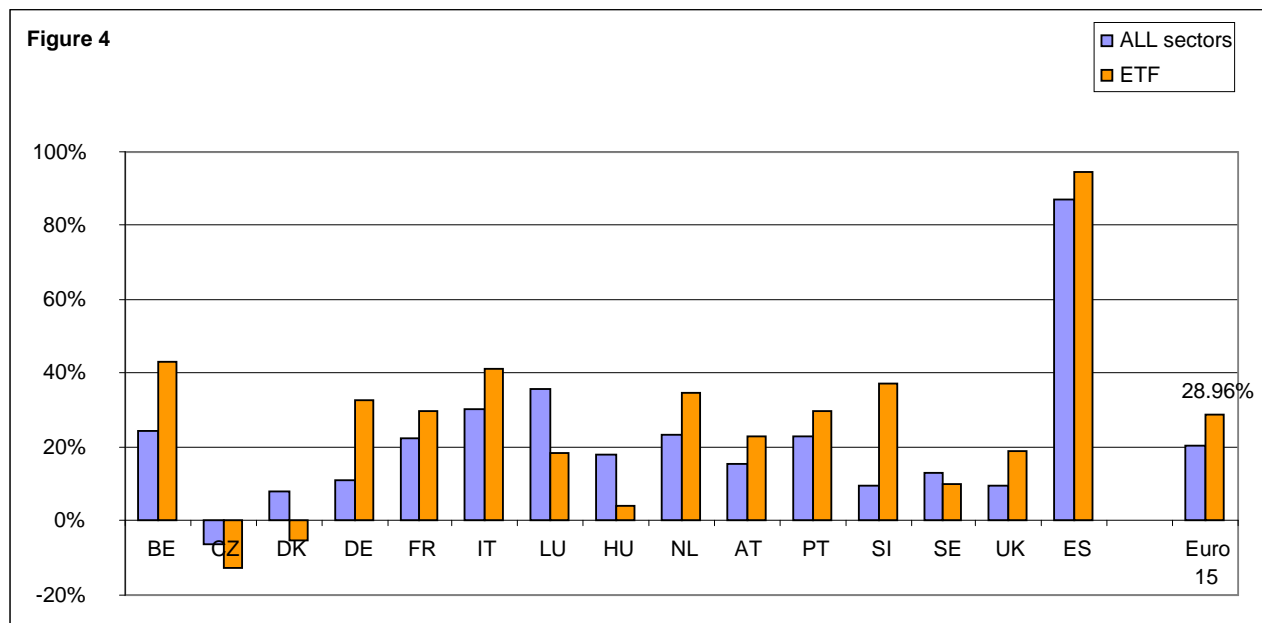


Figure 4: Evolution (1997-2006) per country of the number of women salaried employees in ETF sectors and in overall sectors (Eurostat).

Evolution of the number of women SEM

In 10 countries, the evolution of the number of women SEM is stronger in ETF sectors than in overall sectors (*Figure 5*).

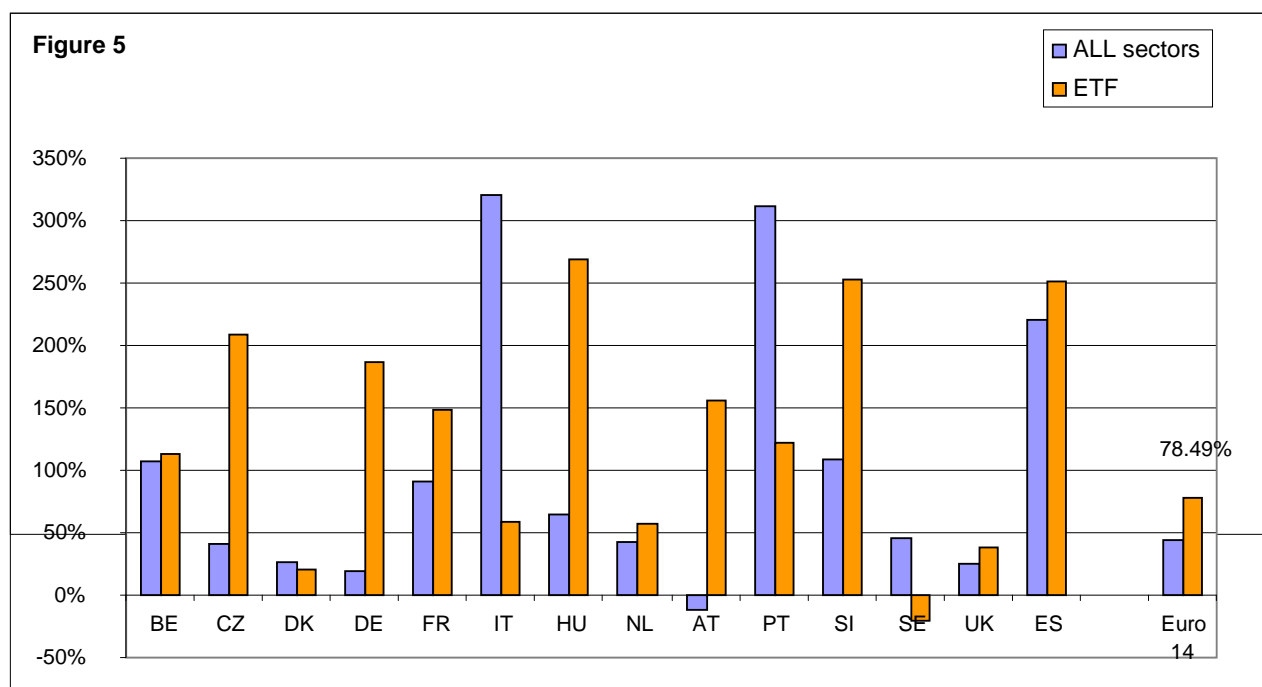


Figure 5: Evolution (1997-2006) per country of the number of women managers in ETF sectors and in overall sectors (Eurostat).

Evolution of the number of women SEP

In 3 countries, the number of women SEP has decreased (*Figure 6*).

In 8 countries, the evolution of the number of women SEP is stronger in ETF sectors than in overall sectors (*Figure 6*).

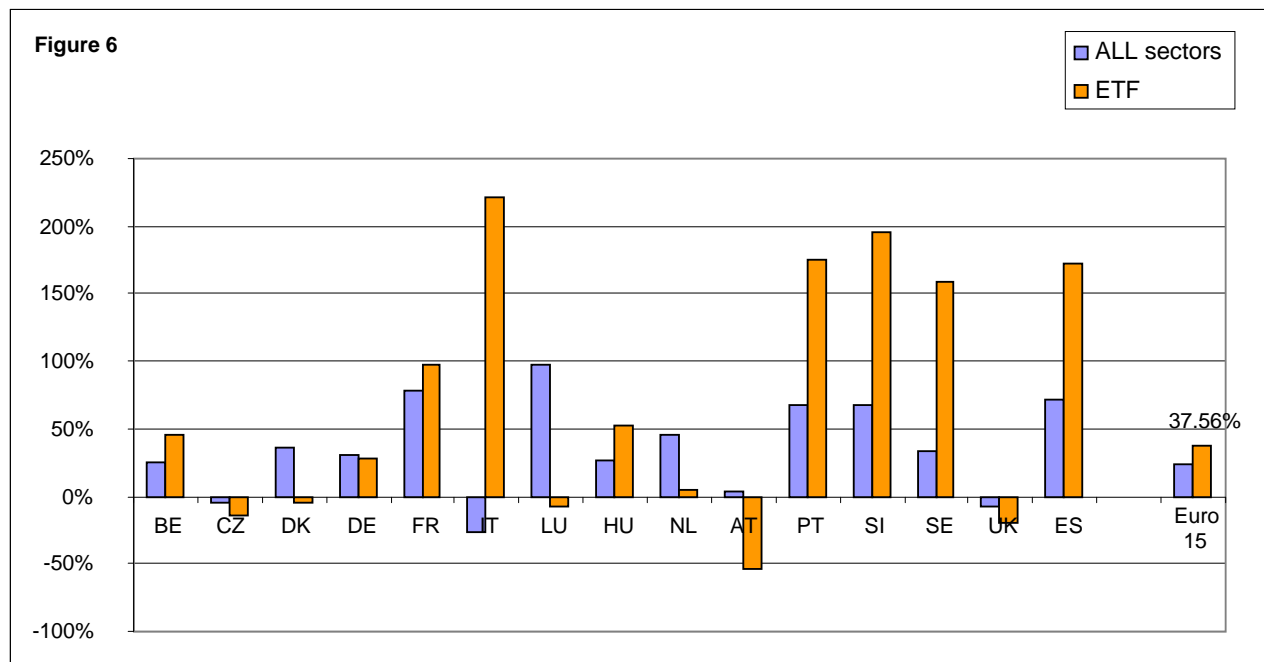


Figure 6: Evolution (1997-2006) per country of the number of women professionals in ETF sectors and in overall sectors (Eurostat).

Evolution of the number of salaried employees from both ends of the age pyramid

All sectors taken together, 10 countries have seen a decrease in their number of salaried employees aged 20-29 years old (*Figure 7*).

In 7 countries, the decrease in the number of salaried employees aged 20-29 years old is stronger in ETF sectors than in overall sectors (*Figure 7*).

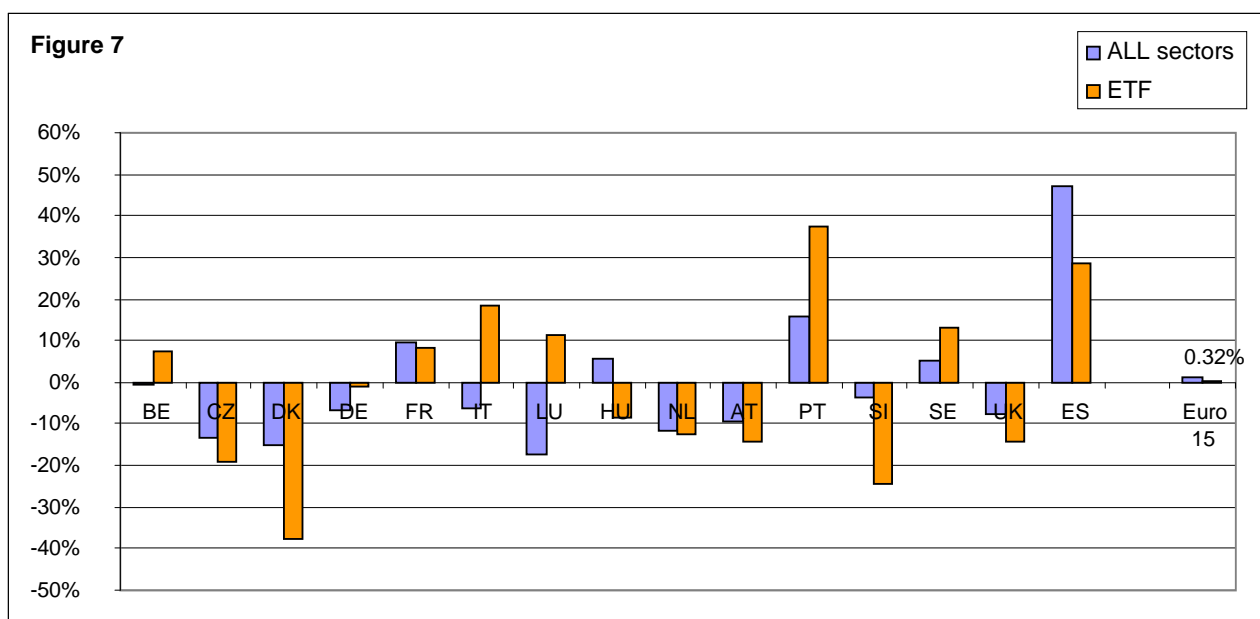


Figure 7: Evolution (1997-2006) per country of the number of salaried employees aged 20-29 years old in ETF sectors and in overall sectors (Eurostat).

In all the countries studied, the number of salaried employees has risen (*Figure 8*).

In 8 countries, the increase in the number of salaried employees aged 50-59 years old is stronger in ETF sectors than in overall sectors (*Figure 8*).

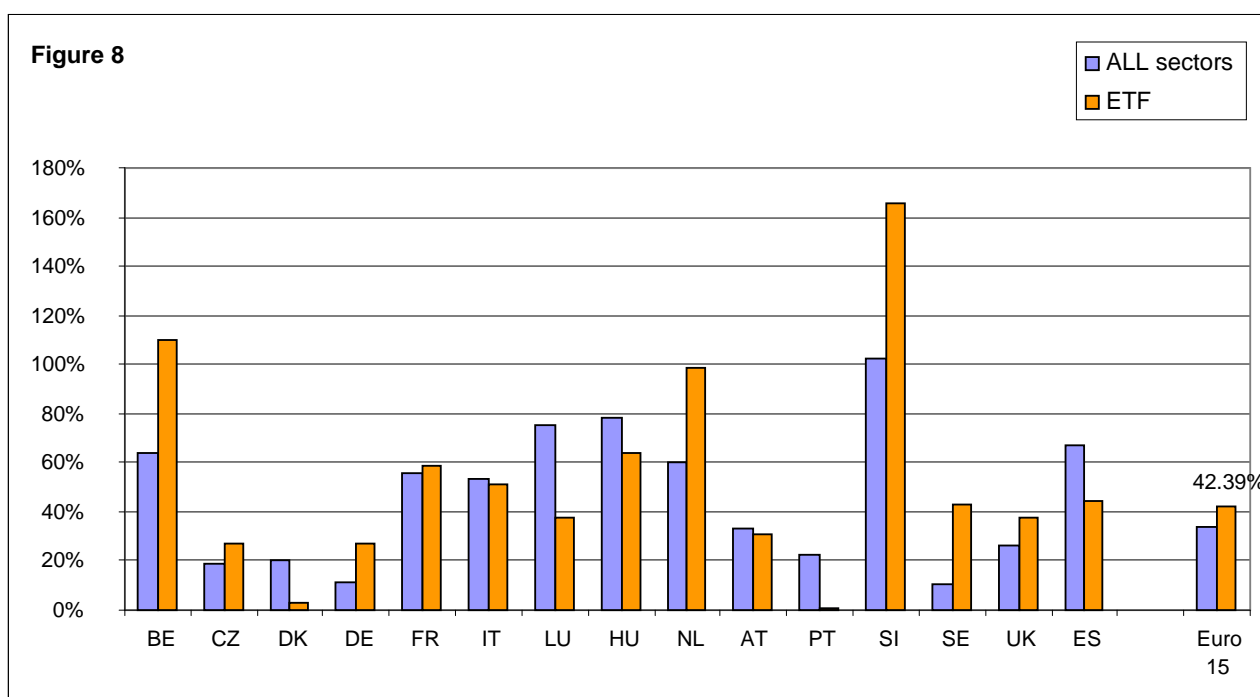


Figure 8: Evolution per country (1997-2006) of the number of salaried employees aged 50-59 years old in ETF sectors and in overall sectors (Eurostat).

Evolution of the number of salaried employees that have low and high levels of education

All sectors taken together, 11 countries have seen a decrease in their number of salaried employees that have a low level of education (*Figure 9*).

In 4 of these countries, the decrease is stronger in ETF sectors than in overall sectors (*Figure 9*).

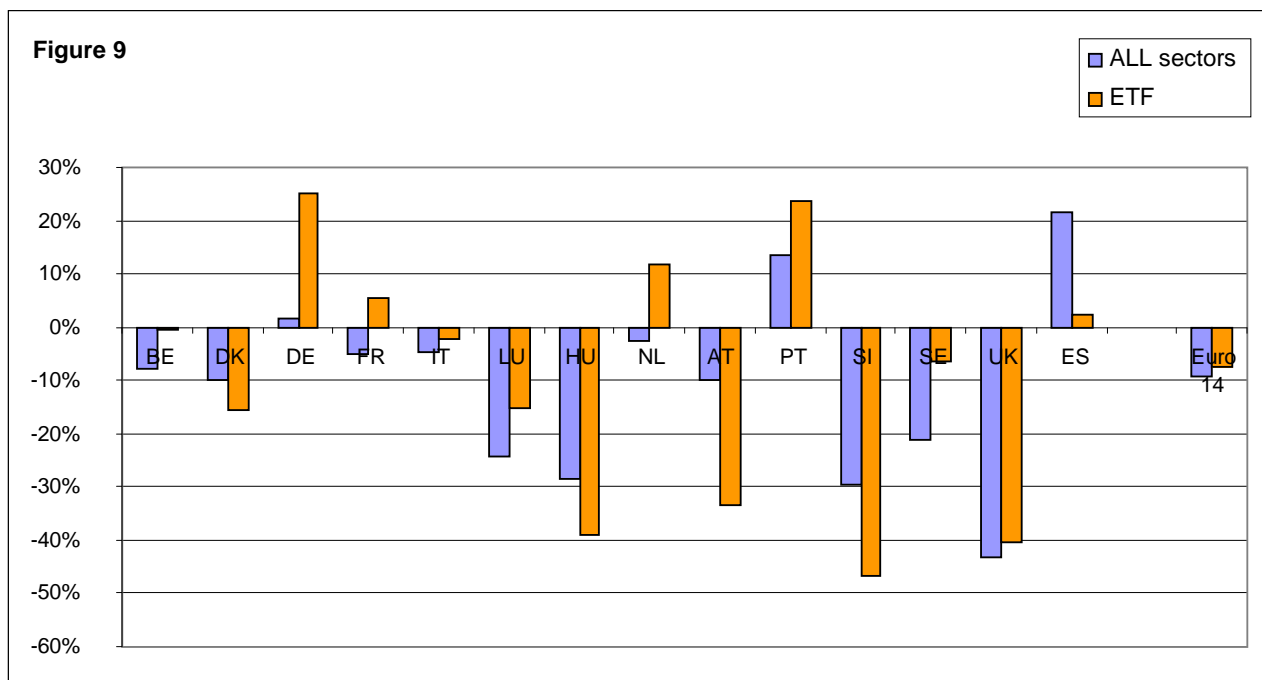


Figure 9: Evolution per country (1997-2006) of the number of salaried employees having a low level of education in ETF sectors and in overall sectors (Eurostat).

The increase in the number of salaried employees that have a high level of education is general to all the countries studied (*Figure 10*).

In 11 countries, the increase is stronger in ETF sectors than in overall sectors (*Figure 10*).

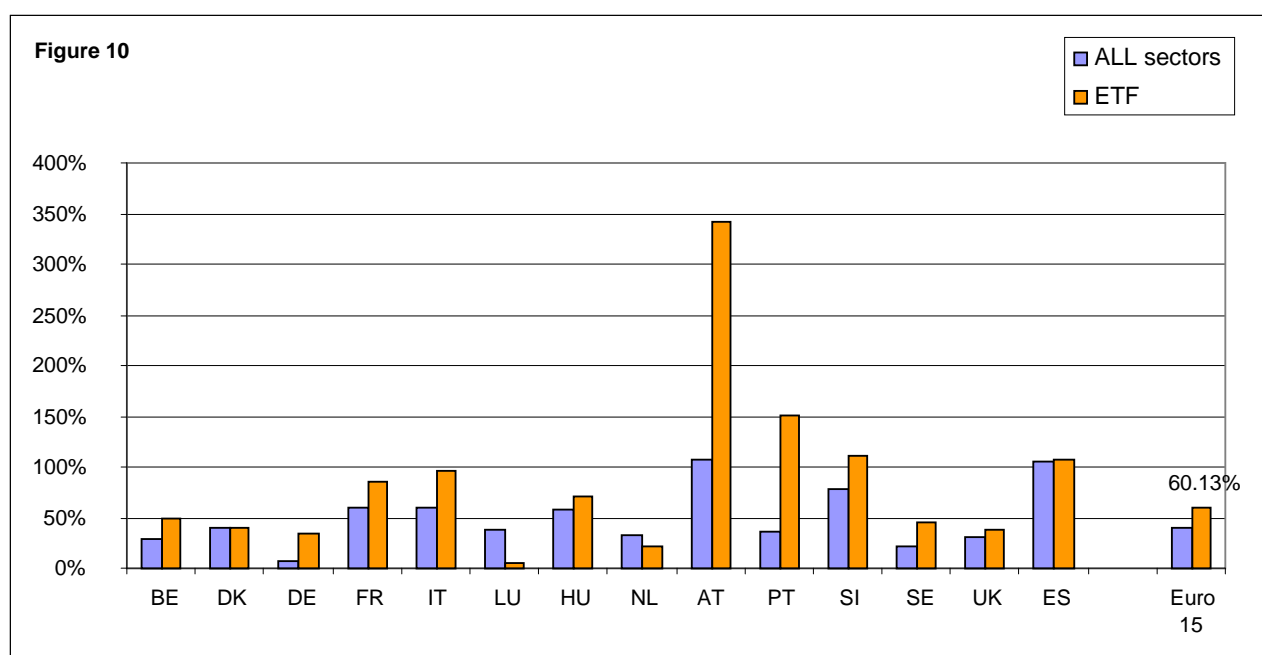


Figure 10: Evolution per country (1997-2006) of the number of salaried employees having a high level of education in ETF sectors and in overall sectors (Eurostat).

Question of amplitude

There is no doubt that the synthetic results of the global situation of the fifteen countries studied that we've presented above has to be put into perspective considering large amplitude in national evolutions. This phenomenon can be interpreted as it follows. First, it reports a high diversity of situations that endure in Europe. This diversity might be increased by the differences that pre-exist in the member states themselves (such as: population size, economical and social situation, specific social culture). Large amplitude might also represent large movements of transformations and adaptations to economical and social evolutions in Europe. Therefore, some countries have been able to catch up whereas others have undertaken downward readjustments. Some countries have also been able to put specific politics in place, such as politics concerning women's integration into employment, integration of the youth and/or seniors maintaining into employment, general or specific improvement of levels of education. In order to confirm these perspectives, the specific politics that are carried out should match the national results as they appear in Eurostat database.

In every instance, at this stage of our analysis, two hypotheses concerning the meaning of 1997-2006 evolutions come out of our study: either this evolution has lead up to an increased diversity, or on the contrary, this evolution is the signal of a movement of homogenisation. Only the analysis of year 2006 can allow us to arbitrate between these two hypotheses and we'll see that large amplitude endure here too.

2. Situation in 2006 (17 countries)

After the evolutions that took place between 1997 to 2006, the situation in 2006 and in the 17 countries from which data are available is the following.

2.1 Overall sectors

2.1.1 Overall categories

❖ Overall categories and sectors, the employment situation is the following:

➤ Ratio: The percentage of persons employed relatively to the total population of the 17 countries studied is 53.03 % (see figure below).

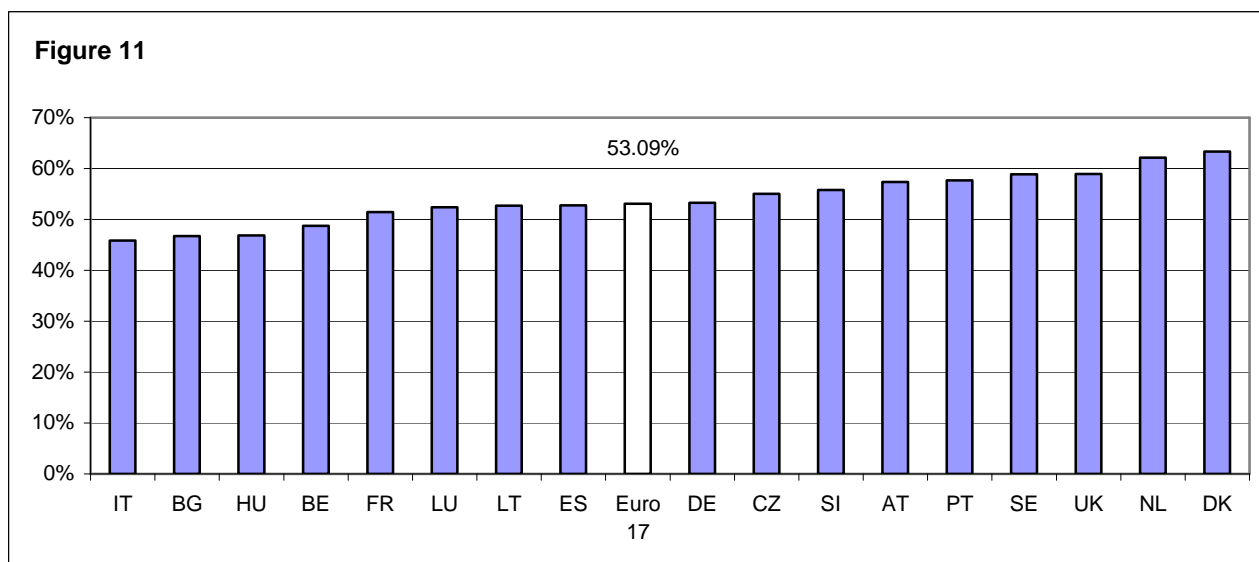


Figure 11: Percentage per country of persons employed relatively to the total population of the 17 countries studied in overall sectors (Eurostat, 2006).

We noticed large amplitude: some countries have a percentage around 45 whereas others reach their peak beyond 60% such as Denmark (63.36 %).

➤ Status: In the whole of the 17 countries studied, 84.70% of persons employed are salaried employees, 4.72 % are self-employed with employees (amplitude: from 2.16 % in Lithuania to 7.12 % in Italy) and 9.54 % are self-employed without employees (we noticed contrasting situations with large amplitude: from 4.37% in Denmark to 17.82% in Portugal).

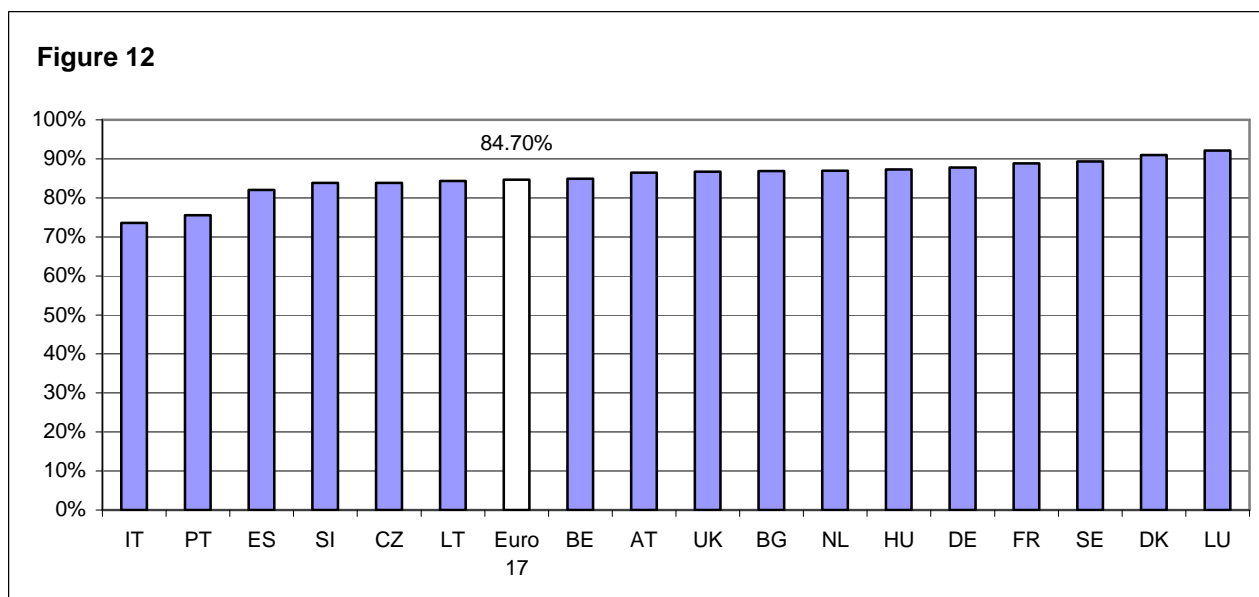


Figure 12: Percentage per country of persons salaried employees in overall sectors (Eurostat, 2006).

❖ A focus on salaried employees shows the following information:

➤ Gender: 53.26 % of salaried employees are men and 46.74 % are women (amplitude: from 42.59 % in Spain to 50.72 % in Lithuania).

➤ Age categories:

- Persons aged 20-29 years old represent 20.42 % of salaried employees with 53.47 % of men and 46.53 % of women.
- Persons aged 50-59 years old represent 18.95 % of salaried employees.

➤ Levels of education:

- 25.50 % of salaried employees have a low level of education (56.61 % are men and 46.39 % are women).
- 48.03 % of salaried employees have a medium level of education (53.29 % are men and 46.71 % are women).
- 26.30 % of salaried employees have a high level of education (49.93 % are men and 50.07 % are women). This last result shows that women assert little by little their supremacy in terms of level of education.

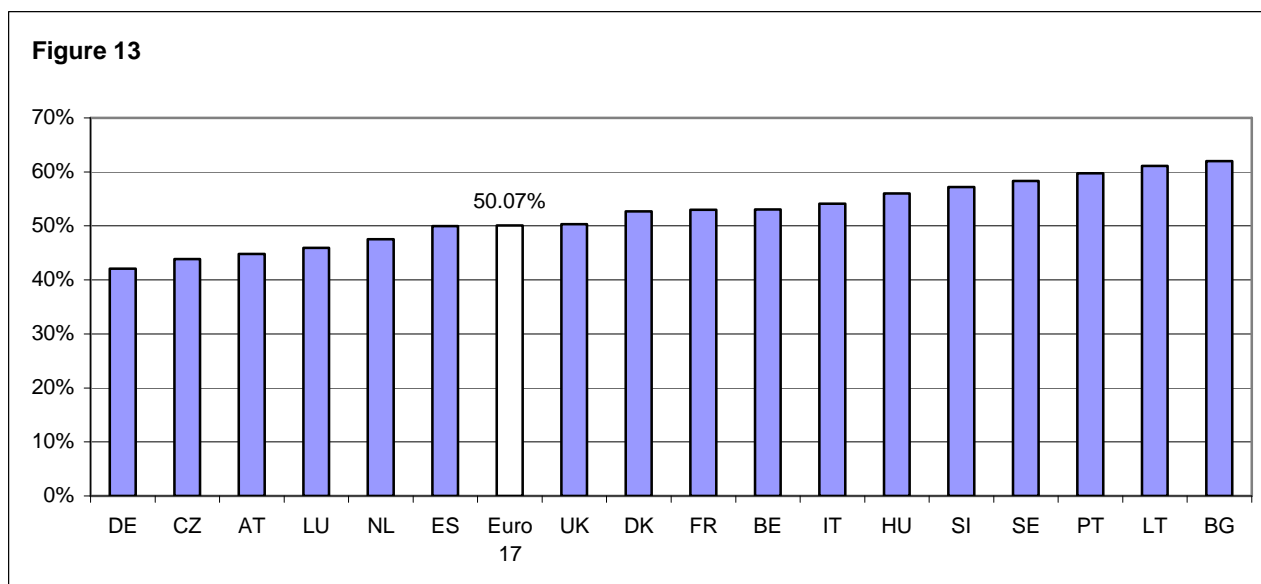


Figure 13: Percentage per country of women salaried employees in overall sectors having a high level of education (Eurostat, 2006).

2.1.2 Managers of overall sectors

❖ Concerning managers of overall sectors, results are the following:

➤ Number of persons: All status taken together, managers represent 8.45 % of the number of persons employed (amplitude: from 4.96 % in Sweden to 14.75 % in the United-Kingdom).

➤ Status:

- 56.12 % of managers are SEM (amplitude: from 26.49 % in Spain to 84.16 % in the United-Kingdom)
- 24.38 % of managers are self-employed managers with employees (amplitude: from 8.09 % in the United-Kingdom to 44.05 % in Spain)
- 18.27 % of managers are self-employed managers without employees (amplitude: from 2.45 % in Hungary to 28.72 % in Portugal).

❖ A focus on SEM reveals the following information:

➤ Number of persons: 4.74 % of the total number of persons employed is represented by SEM (amplitude: from 1.49 % in Italy to 12.41 % in the United-Kingdom).

- Gender: 66.19 % of SEM are men and 33.81 % are women (amplitude: from 22.71 % in Luxembourg to 44.06 % in Lithuania).

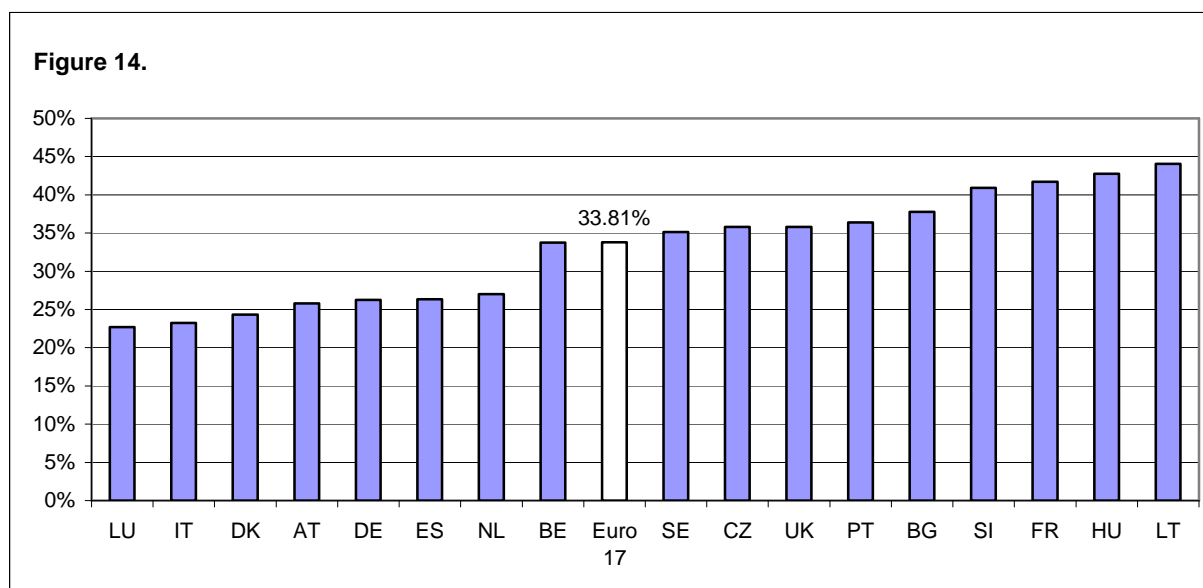


Figure 14: Percentage per country of women salaried employees managers in overall sectors (Eurostat, 2006).

- Age categories:

- 10.54 % of SEM are aged 20 to 29 years old (amplitude: from 19.19 % in Denmark to 54.26 % in Slovenia) with 55.55% of men and 44.45% of women.
- 22.74 % of SEM are aged 50 to 59 years old (amplitude: from 16.91 % in Portugal to 37.88 % in Italy).

- Levels of education:

- 9.95 % of SEM have a low level of education (amplitude: from 0.11 % in Slovenia to 28.65 % in Portugal) with 66.64 % of men and 35.36 % of women.
- 37.62 % of SEM have a medium level of education (amplitude: from 16.59 % in Slovenia to 58.72 % in the Czech Republic) with 66.14 % of men and 33.86% of women.
- 52.18 % of SEM have a high level of education (amplitude: from 37.29 % in Austria to 83.30 % in Slovenia) with 66.52 % of men (amplitude : from 56.39 % in France to 82.44 % in Luxembourg) and 33.48% of women (amplitude : from 17.56 % in Luxembourg to 43.61% in France).

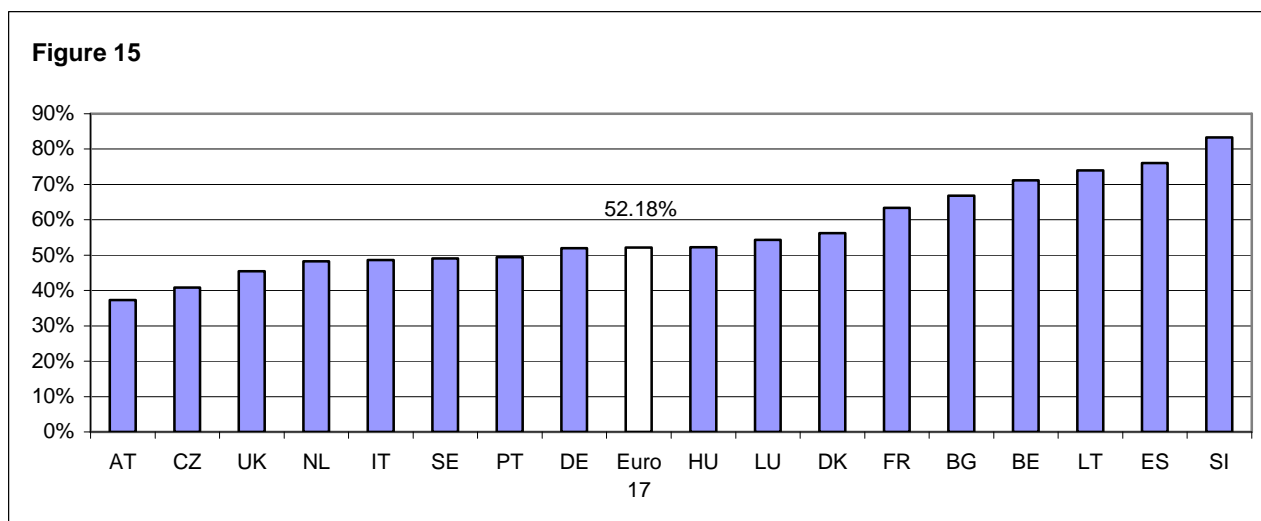


Figure 15: Percentage per country of salaried employees managers in overall sectors having a high level of education (Eurostat, 2006).

2.1.3 Professionals of overall sectors

❖ Concerning professionals of overall sectors, the situation is the following:

➤ Ratio: All status taken together, professionals represent 13.55 % of the total number of persons employed (amplitude: from 9.89 % in Austria to 21.08 % in Luxembourg and Belgium).

➤ Status:

- 83.05 % of professionals are SEP (amplitude: from 63.32 % in Italy to 95.87 % in Lithuania).
- 5.21 % of professionals are self-employed professionals with employees (amplitude: from 1.44 % in Lithuania to 8.42 % in Austria).
- 11.59 % of professionals are self-employed professionals without employees (amplitude: from 2.34 % in Lithuania to 29.34 % in Italy).

❖ A focus on SEP belonging to overall sectors reveals the following information:

➤ Ratio: 11.26 % of the total number of persons employed is represented by SEP (amplitude: from 6.10 % in Italy to 17.97 % in Belgium).

➤ Gender: 51.36 % of SEP are men (amplitude: from 32.25 % in Bulgaria to 59.34 % in Germany) and 48.64 % are women (amplitude: from 40.66 % in Germany to 68.43 % in Lithuania).

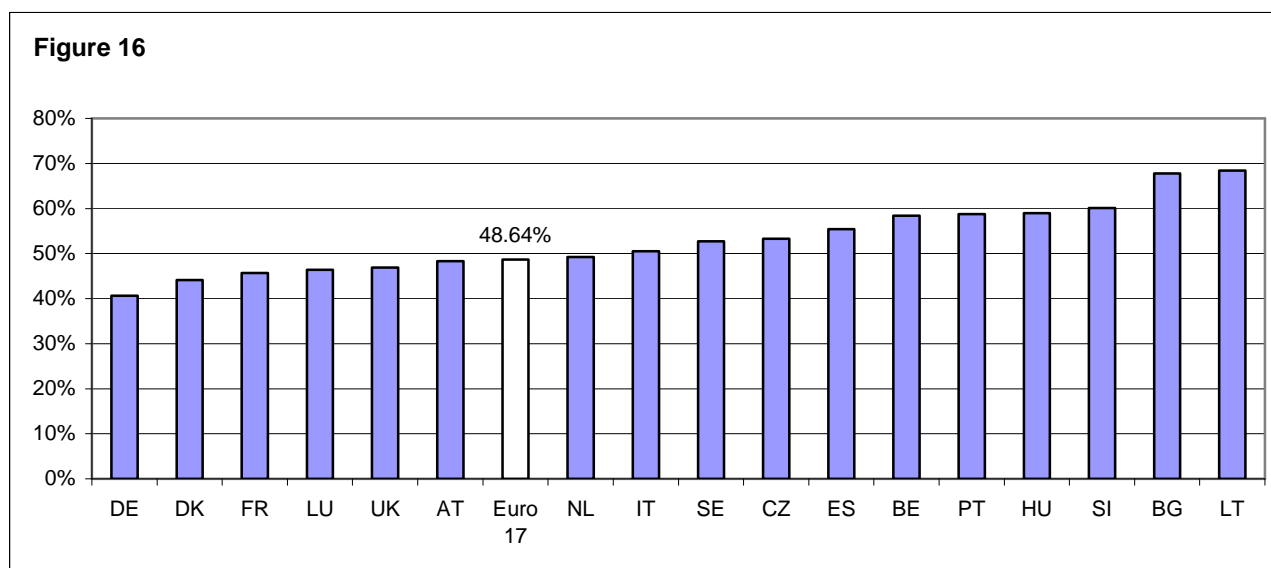


Figure 16: Percentage per country of women salaried employees professionals in overall sectors (Eurostat, 2006).

➤ Age categories:

- 16.57 % of SEP are aged 20 to 29 years old (amplitude: from 7.12 % in Italy to 23.34 % in Belgium) with 46.69 % that are men and 53.31 % that are women (amplitude: from 46.09 % in Austria to 69.40 % in Bulgaria).
- 21.87 % of SEP are aged 50 to 59 years old (amplitude: from 16.35 % in Lithuania to 30.24 % in Italy).

➤ Levels of education:

- 1.95 % of SEP have a low level of education (amplitude: from 0.06 % in Slovenia to 4.03 % in France) with 59.72 % that are men (amplitude: from 34.10 % in Lithuania to 100 % in Slovenia) and 40.28 % that are women.
- 14.75 % of SEP have a medium level of education, with 59.79 % that are men and 40.21 % that are women.
- 83.21 % of SEP have a high level of education (amplitude: from 73.88 % in the Czech Republic to 97.78 % in Spain) with 49.66 % that are men and 50.34 % that are women (amplitude: from 41.14 % in Germany to 68.78 % in Lithuania).

Figure 17

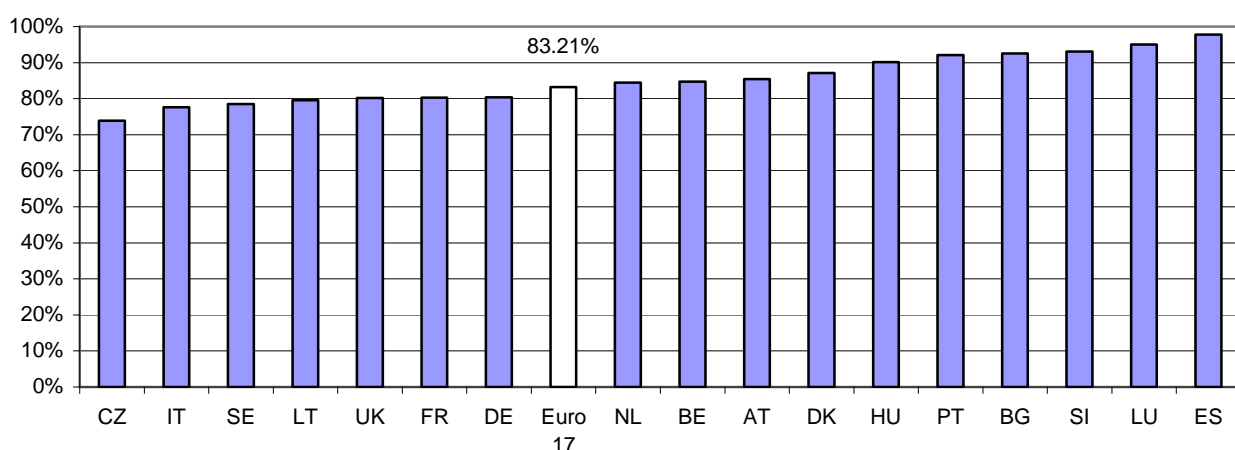


Figure 17: Percentage per country of salaried employees professionals in overall sectors having a high level of education (Eurostat, 2006).

2.2 ETF sectors

2.2.1 Overall categories in ETF sectors

❖ Concerning overall categories in ETF sectors, the situation is the following:

➤ Ratio and number of persons employed: All status taken together, 4.44 % of the total number of persons employed in the 17 countries studied works in ETF sectors, which represents 7.8 millions of persons (amplitude : from 3.76 % in Portugal to 6.05 % in the Czech Republic).

Figure 18

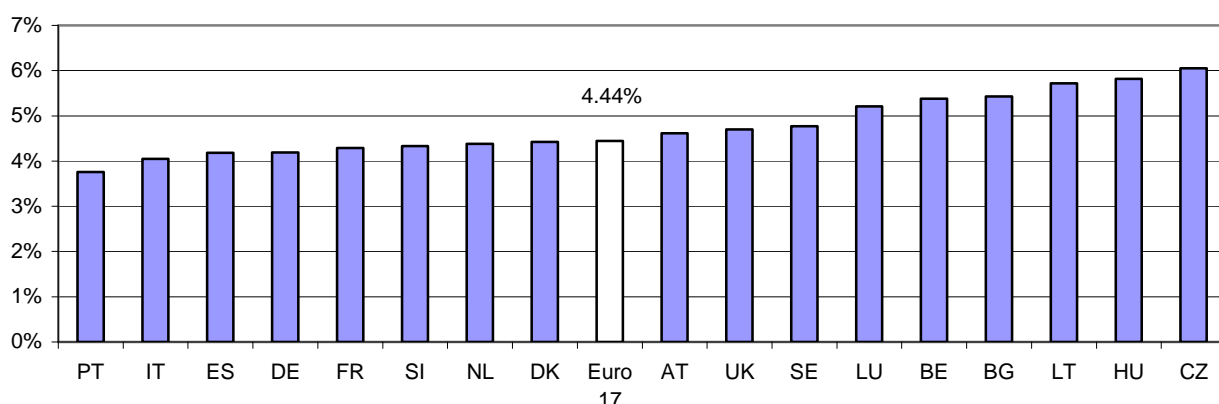


Figure 18: Percentage per country of persons employed in ETF sectors (overall status, overall ISCO categories) (Eurostat, 2006).

➤ Gender: Men and women represent respectively 78.26 % and 21.74% of the total number of persons employed in ETF sectors

➤ Age categories:

- 16.51 % of the total number of persons employed in ETF sectors is aged 20 to 29 years old (amplitude: from 14.95 % in Germany to 21.33 % in Luxembourg).
- 17.49 % of the total number of persons employed in ETF sectors is aged 50 to 59 years old (amplitude: from 13.11 % in Austria to 21.45 % in the Czech Republic).

➤ Levels of education:

- 26.80 % of the total number of persons employed in ETF sectors has a low level of education (amplitude: from 3.26 % in Lithuania to 64.03 % in Portugal).
- 42.86 % of the total number of persons employed in ETF sectors has a medium level of education (amplitude: from 11.26 % in Portugal to 72.72 % in the Czech Republic).
- 10.26 % of the total number of persons employed in ETF sectors has a high level of education (amplitude: from 3.21 % in Italy to 23.72 % in Spain).

➤ Status: In ETF sectors, 86.11% of the total number of persons employed is represented by salaried employees, 4.03 % by self-employed with employees and 9.33 % is self-employed without employees.

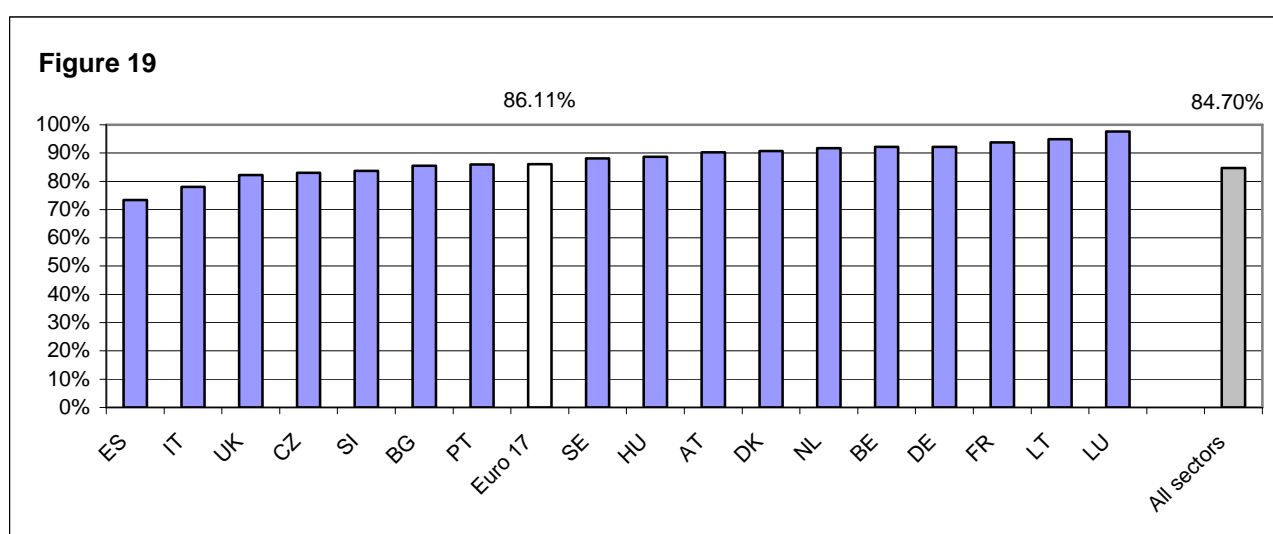


Figure 19: Percentage per country of salaried employees in ETF sectors (Eurostat, 2006).

❖ A focus on ETF salaried employees reveals the following information:

➤ Gender: 76.71 % of ETF salaried employees are men (amplitude: from 73.87 % in Germany to 81.33 % in Italy) and 23.29 % are women (amplitude: from 18.67 % in Italy and 26.13 % in Germany).

➤ Age categories:

- 17.98 % of ETF salaried employees are aged 20 to 29 years old (amplitude: from 13.51 % in Bulgaria to 21.85 % in Luxembourg) with 68.56 % that are men and 31.44 % that are women.
- 20.23 % of ETF salaried employees are aged 50 to 59 years old (amplitude: from 15.06 % in Austria to 26.56 % in the Czech Republic).

➤ Levels of education:

- 28.77 % of ETF salaried employees have a low level of education (amplitude: from 3.80 % in Lithuania to 69.61 % in Portugal) with 85.21 % that are men and 14.79 % that are women.
- 55.95 % of ETF salaried employees have a medium level of education (amplitude: from 18.29 % in Portugal to 89.14 % in the Czech Republic) with 75.76 % that are men and 24.24 % that are women.
- 15.10 % of ETF salaried employees have a high level of education (amplitude: from 5.14 % in the Czech Republic to 28.63 % in Spain) with 63.87 % that are men and 36.13 % that are women.

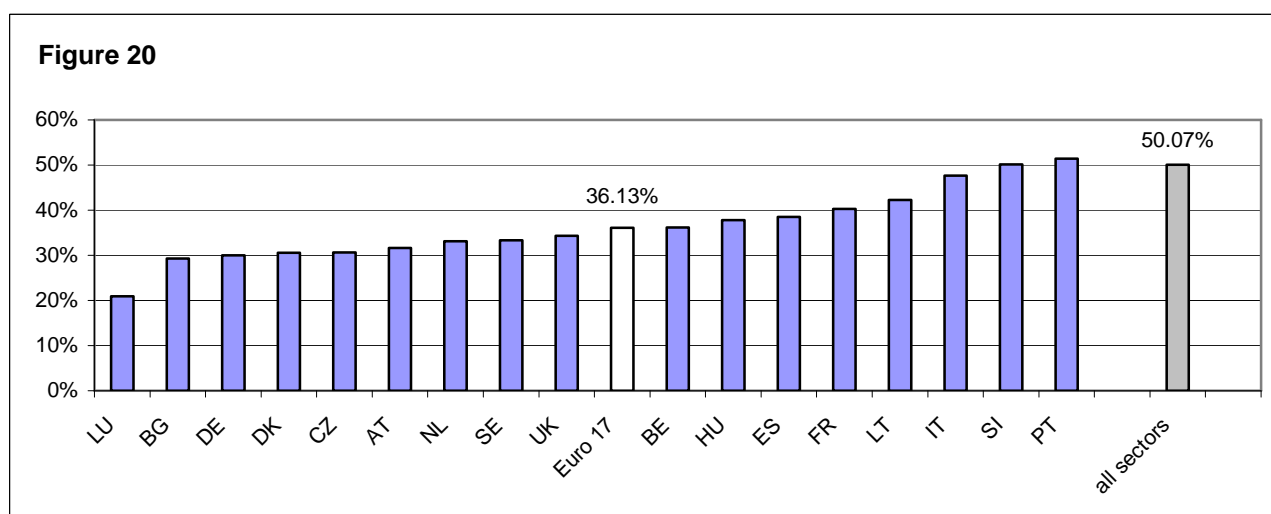


Figure 20: Percentage per country of women salaried employees in ETF sectors having a high level of education (Eurostat, 2006).

2.2.2 ETF managers

❖ Concerning ETF managers, the situation is the following:

- Ratio: Managers compose 7.06 % of the total number of persons employed in ETF sectors (amplitude: from 3.65 % in Luxembourg to 11.98 % in the United-Kingdom).
- Status: SEM represent 60.84 % of ETF managers (amplitude: from 30.65 % in Italy to 87.93 % in Sweden), self-employed managers with employees represent 29.32 % of ETF managers (amplitude: from 8.84 % in the United-Kingdom to 50.81 % in Spain) and self-employed managers without employees represent 9.54 % of ETF managers (amplitude: from 1.05 % in Hungary to 20.80 % in Italy).

❖ A focus on SEM belonging to ETF sectors reveals the following information:

- Gender: 69.92 % of ETF SEM are men and 30.08 % are women.

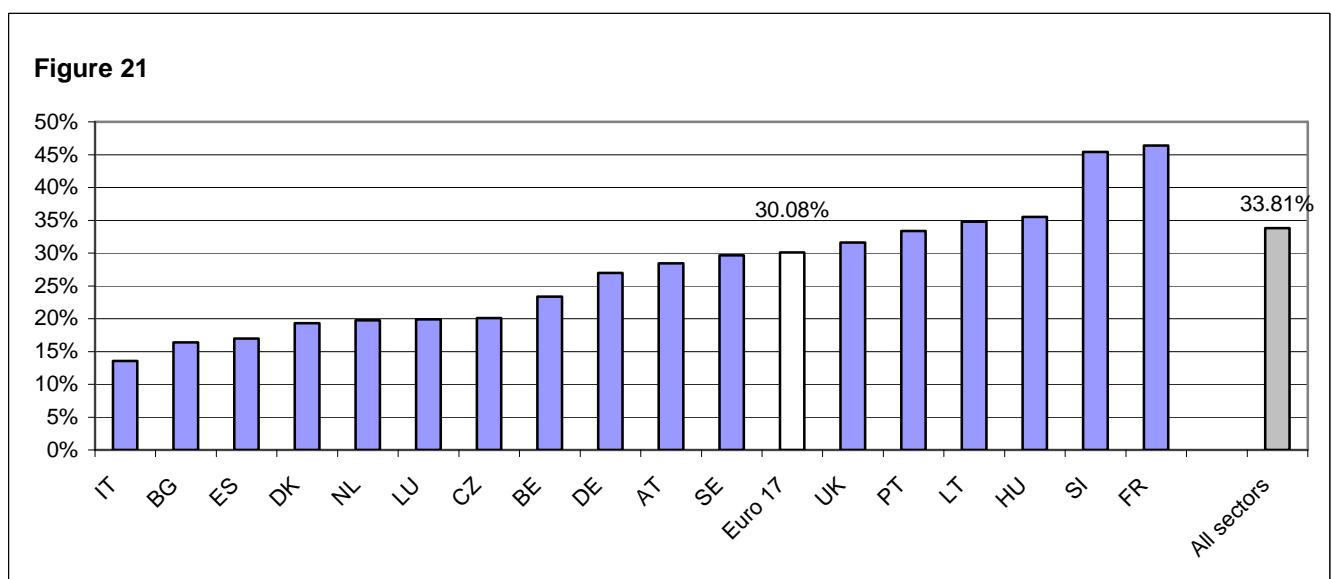


Figure 21: Percentage per country of women salaried employees managers in ETF sectors (Eurostat, 2006).

➤ Age categories :

- 10.50 % of ETF SEM are aged 20 to 29 years old (amplitude: from 2.06 % in France to 21.22 % in Hungary) with 62.87 % that are men and 37.13 % that are women.
- 22.21 % of ETF SEM are aged 50 to 59 years old (amplitude: from 9.83 % in Portugal to 50.07 % in Italy).

➤ Levels of education :

- 12.90 % of ETF SEM have a low level of education (amplitude: from 1.57 % in Bulgaria to 22.61 % in Portugal) with 60.44 % that are men and 39.56 % that are women.
- 42.73 % of ETF SEM have a medium level of education (amplitude: from 21.28% % in Bulgaria to 58.06 % in Austria) with 72.23 % that are men and 27.77 % that are women.
- 43.93 % of ETF SEM have a high level of education (amplitude: from 30.38 % in Denmark to 77.50 % in Slovenia) with 70.17 % that are men and 29.83 % that are women.

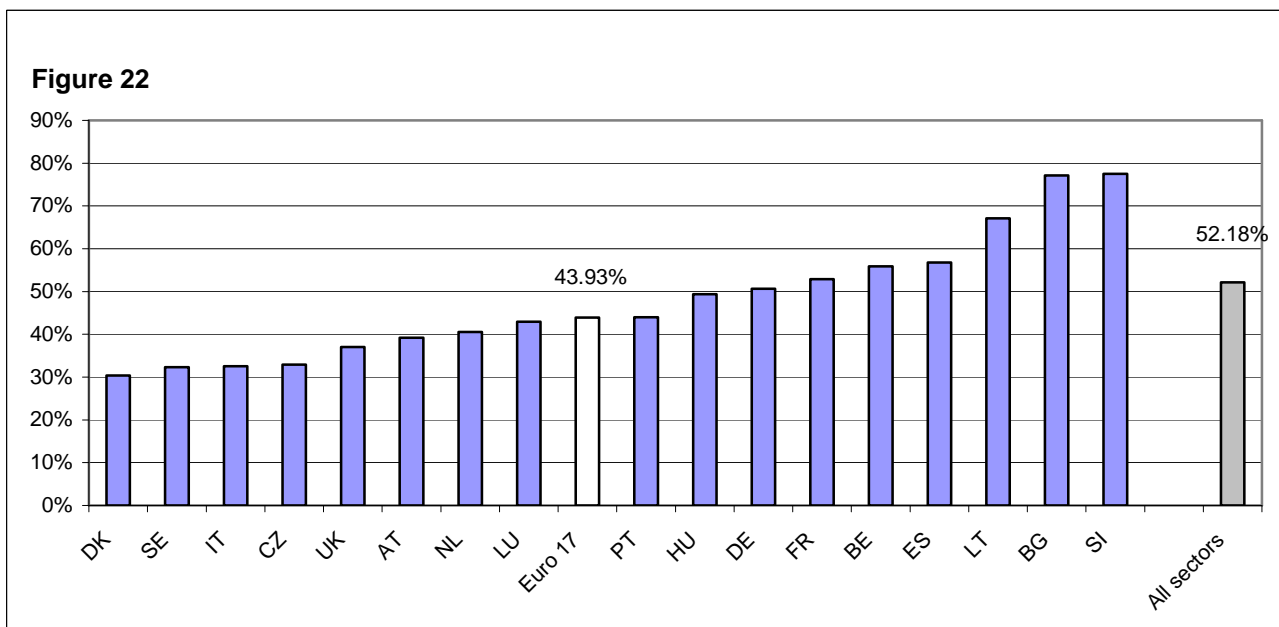


Figure 22: Percentage per country of salaried employees managers in ETF sectors having a high level of education (Eurostat, 2006).

2.2.3 ETF professionals

❖ Concerning ETF professionals, the situation is the following:

- Ratio: Professionals constitute 2.94 % of the total number of persons employed in ETF sectors (amplitude: from 0.94 % in Austria to 12.41 % in Lithuania).
- Status: SEP represent 97.56 % of ETF professionals (amplitude: from 84 % in the Czech Republic to 100% in five countries studied), self-employed professionals with employees

represent 0.58% of ETF professionals (amplitude: from 0% in 8 countries studied to 4.12% in Austria) and self-employed professionals without employees represent 1.74 % of ETF professionals (amplitude: from 0 % in 7 countries studied to 12.22 % in the Czech Republic).

❖ A focus on SEP belonging to ETF sectors reveals the following information:

➤ Gender: 72.03 % of ETF SEP are men and 27.97 % are women (amplitude: from 9.15 % in France to 62.35 % in Lithuania).

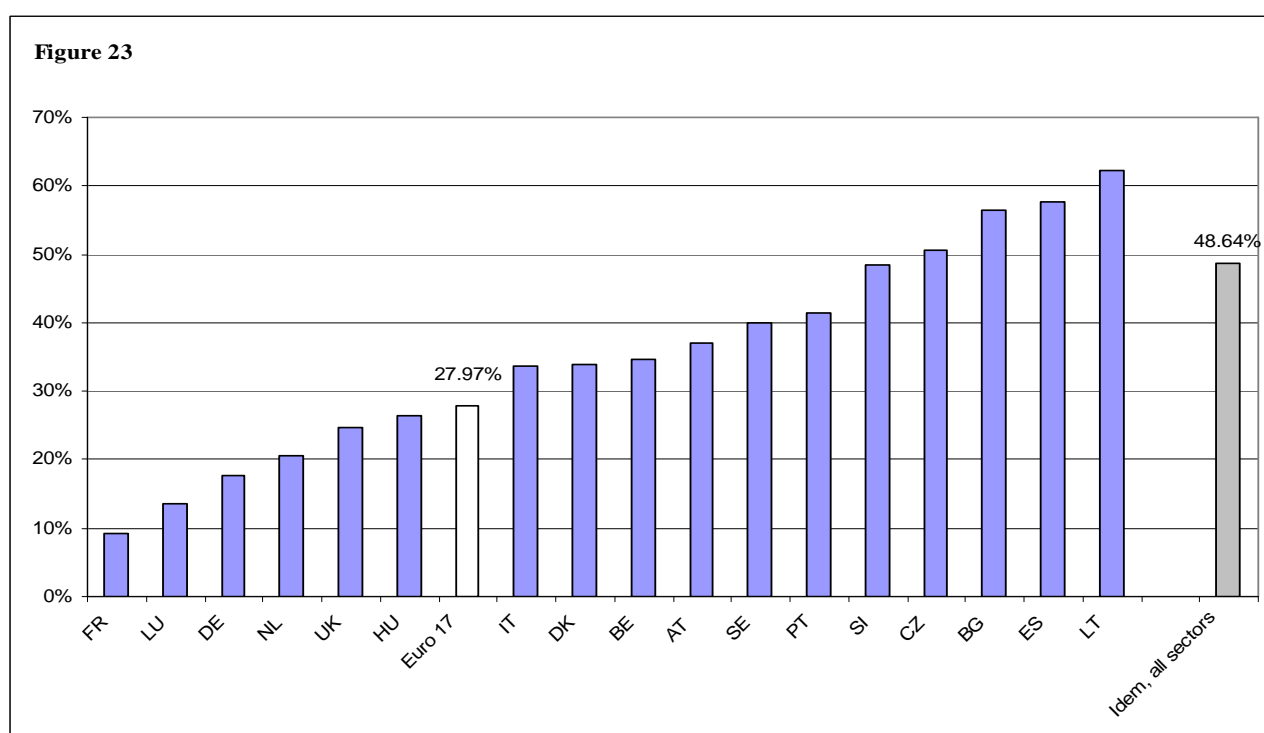


Figure 23: Percentage per country of women salaried employees professionals in ETF sectors (Eurostat, 2006).

➤ Age categories :

- 18.98 % of ETF SEP are aged 20 to 29 years old (amplitude: from 10.26 % in France to 38.69 % in Lithuania) with 60.76 % that are men and 39.40 % that are women (amplitude: from 0 % in France to 80.39 % in Austria).
- 19.97 % of ETF SEP are aged 50 to 59 years old (amplitude : from 5.83 % in Lithuania to 28.40 % in the Czech Republic)

➤ Levels of education :

- 5.79% of ETF SEP have a low level of education (amplitude: from 0% in 9 countries studied to 15.22% in Sweden) with 75.57% that are men and 24.43% that are women.
- 27.74% of ETF SEP have a medium level of education (amplitude: from 2.49% in Spain to 51.65% in the Czech Republic) with 81.80% that are men and 18.20% that are women.
- 66.45% of ETF SEP have a high level of education (amplitude: from 41.25% in Sweden to 97.51% in Spain) with 67.67% that are men and 32.33% that are women.

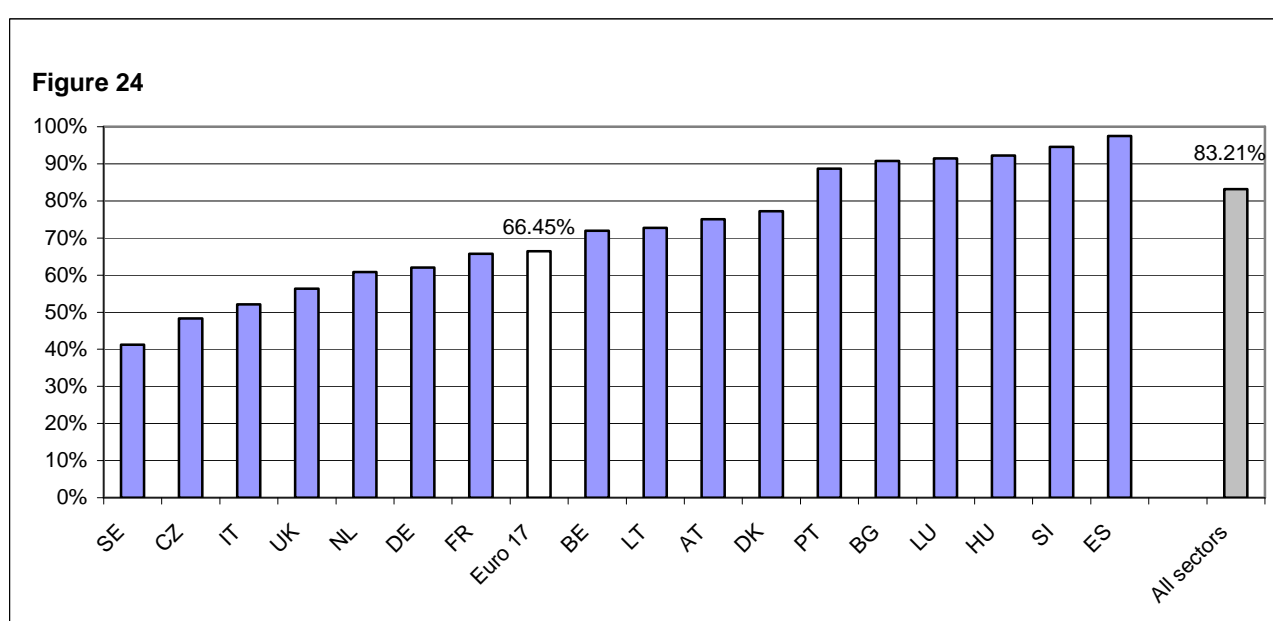


Figure 24: Percentage per country of salaried employees professionals in ETF sectors having a high level of education (Eurostat, 2006).

2.2.4 Other categories in ETF sectors

- ❖ Concerning other ISCO categories (i.e. groups 3 to 9), belonging to ETF sectors the situation is the following:

➤ Ratio: All status taken together, ISCO categories 3 to 9 constitute 89.59% of the total number of persons employed in ETF sectors (amplitude: from 85.38% in the United-Kingdom to 93.78% in Italy).

➤ Status: 87.93% of overall other ISCO categories are represented by salaried employees (amplitude: from 75.38% in Spain to 98.53% in Luxembourg), 2.03% by self-employed with

employees (amplitude: from 0.42% in Luxembourg to 3.38% in Denmark) and 9.50% by self-employed without employees (amplitude: from 0.87% in Luxembourg to 20.43% in Spain).

❖ A focus on ETF salaried employees belonging to ISCO categories 3 to 9 reveals the following information:

➤ Gender: 77.27% are men and 22.73% are women.

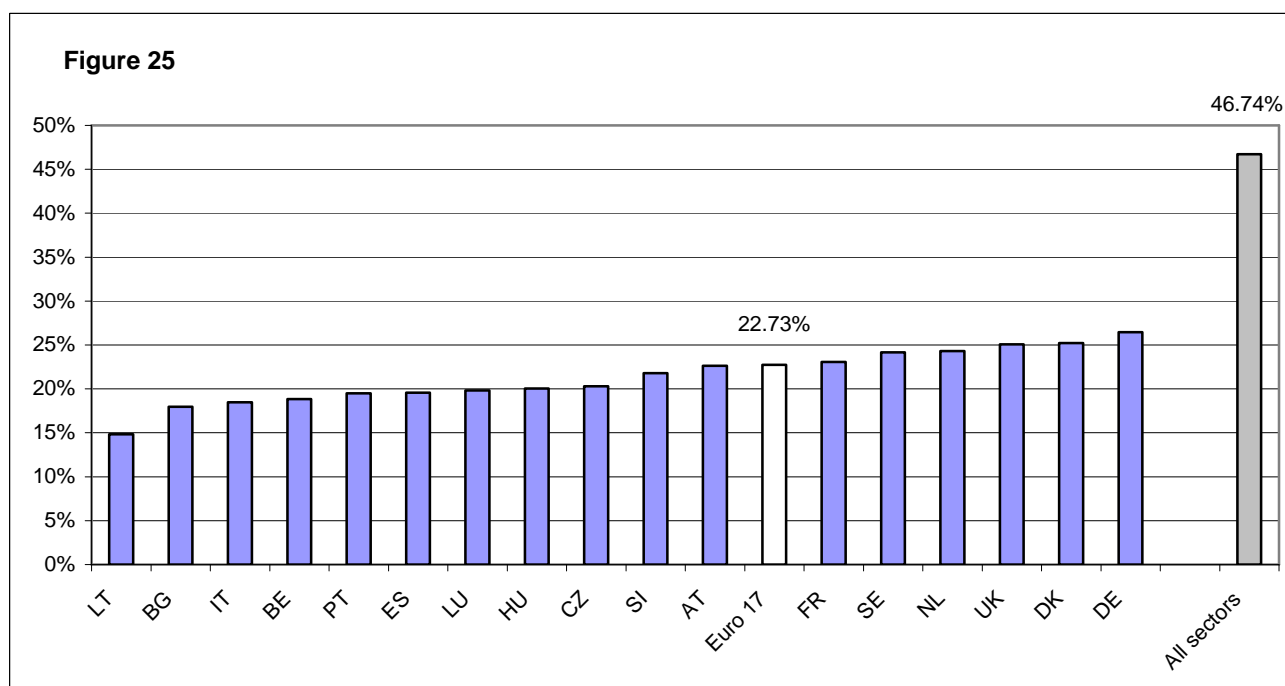


Figure 25: Percentage per country of women salaried employees in ETF sectors (ISCO categories 3 to 9) (Eurostat, 2006).

➤ Age Categories :

- 18.34 % of these salaried employees are aged 20 to 29 years old (amplitude: from 13.07% in Bulgaria to 21.50% in Luxembourg) with 69.05% that are men and 30.95% that are women (amplitude: from 17.91% in Lithuania to 39.30% in Germany).
- 26.06% of these salaried employees are aged 50 to 59 years old (amplitude: from 19.05% in Austria to 29.44% in the United-Kingdom and in Denmark).

➤ Levels of education :

- 30.48 % of these salaried employees have a low level of education (amplitude: from 8.81% in Slovenia to 74.54% in Portugal) with 85.89% that are men and 14.11% that are women.
- 57.67 % of these salaried employees have a medium level of education (amplitude: from 18.17% in Portugal to 85.35% in Slovenia) with 75.80% that are men and 24.20% that are women.
- 11.67 % of salaried employees from ISCO 3 to 9 categories have a high level of education (amplitude: from 3.62% in Luxembourg to 26.30% in Spain) with 61.79% that are men and 38.21% that are women.
-

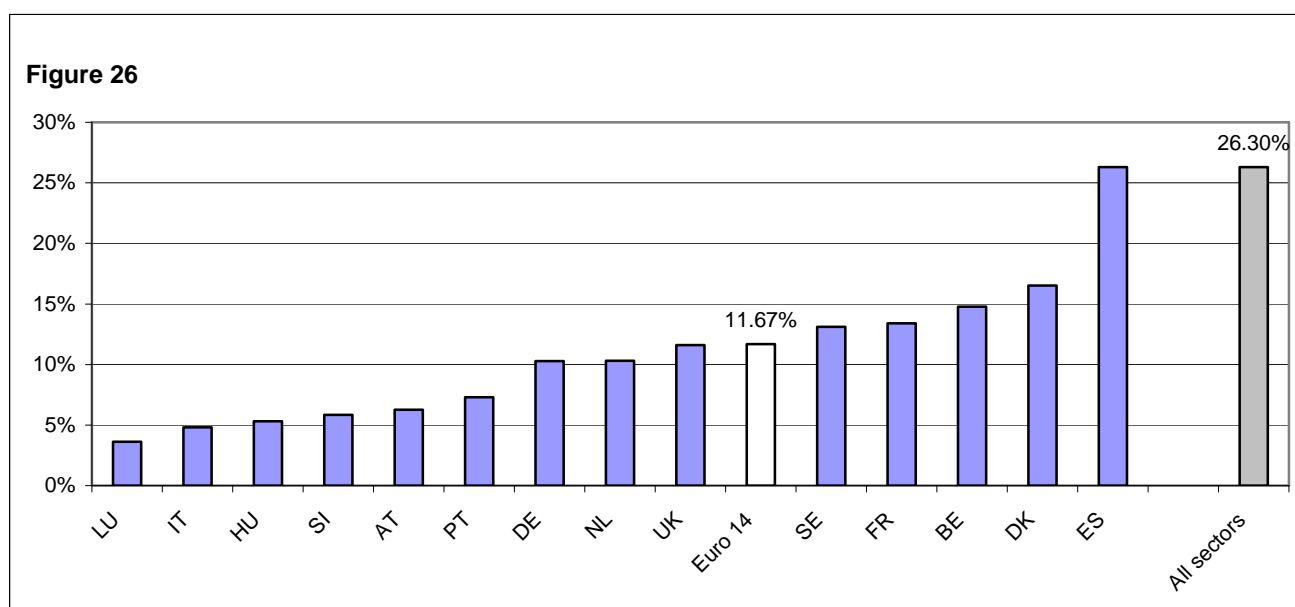


Figure 26: Percentage per country of salaried employees in ETF sectors (ISCO categories 3 to 9) having a high level of education (Eurostat, 2006).

2.3 Synthesis of the situation in 2006

Independently of high amplitude that differentiate a country from another, we've established a synthesis of the situation in 2006. Thus the table presented below:

- displays a synthesis of the significant results concerning the general situation in 2006 for the 17 countries studied
- compares the general situation of persons employed in overall sectors to the situation of persons employed in ETF sectors
- compares the situation of managers and professionals in overall sectors to the situation of managers and professionals in ETF sectors

| Situation in 2006 | All sectors | | | | ETF sectors | | | |
|---------------------------------|-------------|----------|---------------|--|-------------|----------|---------------|-------------|
| | All ISCO | Managers | Professionals | | All ISCO | Managers | Professionals | ISCO 3 to 9 |
| Status : | | | | | | | | |
| Employed all status | 53.09% | 8.45% | 13.55% | | 4.44% | 7.06% | 2.94% | 89.59% |
| Employed employees | 84.70% | 56.12% | 83.05% | | 86.11% | 60.84% | 97.56% | 87.93% |
| Self employed with employees | 4.72% | 24.38% | 5.21% | | 4.03% | 29.32% | 0.58% | 2.03% |
| Self employed without employees | 9.54% | 18.27% | 11.59% | | 9.33% | 9.54% | 1.74% | 9.50% |

FOCUS employees

Gender :

| | | | | | | | | |
|-----------------------------|--------|--------|--------|--|--------|--------|--------|--------|
| Men employees | 53.26% | 66.19% | 51.36% | | 76.71% | 69.92% | 72.03% | 77.27% |
| Women employees | 46.74% | 33.81% | 48.64% | | 31.44% | 30.08% | 27.97% | 22.73% |
| <i>Age categories :</i> | | | | | | | | |
| 20-29 years old | 20.42% | 10.54% | 16.57% | | 17.98% | 10.50% | 18.98% | 18.34% |
| 20-29 years old men | 53.47% | 55.55% | 46.69% | | 68.56% | 62.87% | 60.76% | 69.05% |
| 20-29 years old women | 46.53% | 44.45% | 53.31% | | 31.44% | 37.13% | 39.24% | 30.95% |
| 50-59 years old | 18.95% | 22.74% | 21.87% | | 20.23% | 22.21% | 19.97% | 26.06% |
| <i>Level of education :</i> | | | | | | | | |
| Level medium | 48.03% | 37.62% | 14.75% | | 55.95% | 42.73% | 27.74% | 57.67% |
| Level medium men | 53.29% | 66.14% | 59.79% | | 75.76% | 72.23% | 81.80% | 75.80% |
| Level medium women | 46.71% | 33.86% | 40.21% | | 24.24% | 27.77% | 18.20% | 24.20% |
| Level high | 26.30% | 52.18% | 83.21% | | 15.10% | 43.93% | 66.45% | 11.67% |
| Level high men | 49.93% | 66.52% | 49.66% | | 63.87% | 70.17% | 67.67% | 61.79% |
| level high women | 50.07% | 33.48% | 50.34% | | 36.13% | 29.83% | 32.33% | 38.21% |

Reading of table :

In 2006, for the whole of the 17 countries studied and in overall sectors, the ratio of persons employed to the total population is 53.09%. Managers represent 8.45% of persons employed. - Professionals represent 13.55% of persons employed - The whole of persons employed in ETF sectors represent 4.44% of the whole of persons employed in overall sectors. In ETF sectors managers, professionals and other ISCO categories (3 to 9) represent respectively 7.06%, 2.94% and 89.59% of persons employed.

In the whole of the 17 countries studied and in overall sectors:

84.70% of persons employed are salaried employees - 4.72% are self-employed with employees - 9.54% are self-employed without employees.

Among salaried employees of overall sectors:

53.26% are men and 46.74% are women - 20.42% are 20-29 years old (53.47% of men and 46.53% of women) - 18.95% are 50-59 years old 48.03% have a medium level of education (53.29% of men and 46.71% of women)

26.30% have a high level of education (49.93% of men and 50.07% of women)

Questions of status

The status of salaried employees in overall ISCO categories is slightly more represented in ETF sectors than in overall sectors.

The status of salaried employees in managers and professionals is noticeably more represented in ETF sectors than in overall sectors.

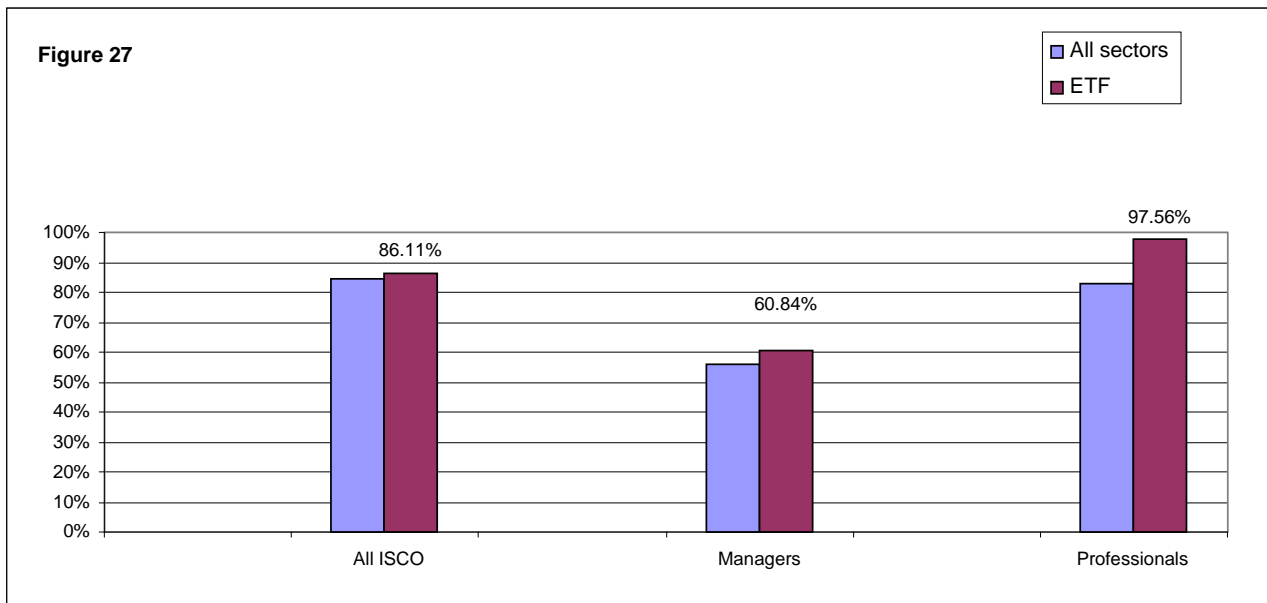


Figure 27: Percentage of salaried employees (all ISCO categories, managers and professionals) in ETF sectors and in overall sectors (Eurostat, 2006).

Questions of gender

Concerning the distribution between men and women, here again, the specificity of ETF sectors is revealed. If, overall sectors and categories, women's proportion is almost equal to men's one (46.74% of women against 53.26% of men), this is not true for the whole of categories in ETF sectors (31.44% of women against 76.71% of men). This discrimination is reduced for ETF managers (30.08% of women in ETF sectors against 33.81% of women in overall sectors) but it's much intensified for ETF professionals (only 27.97% of women in ETF sectors against 48.64% of women in overall sectors).

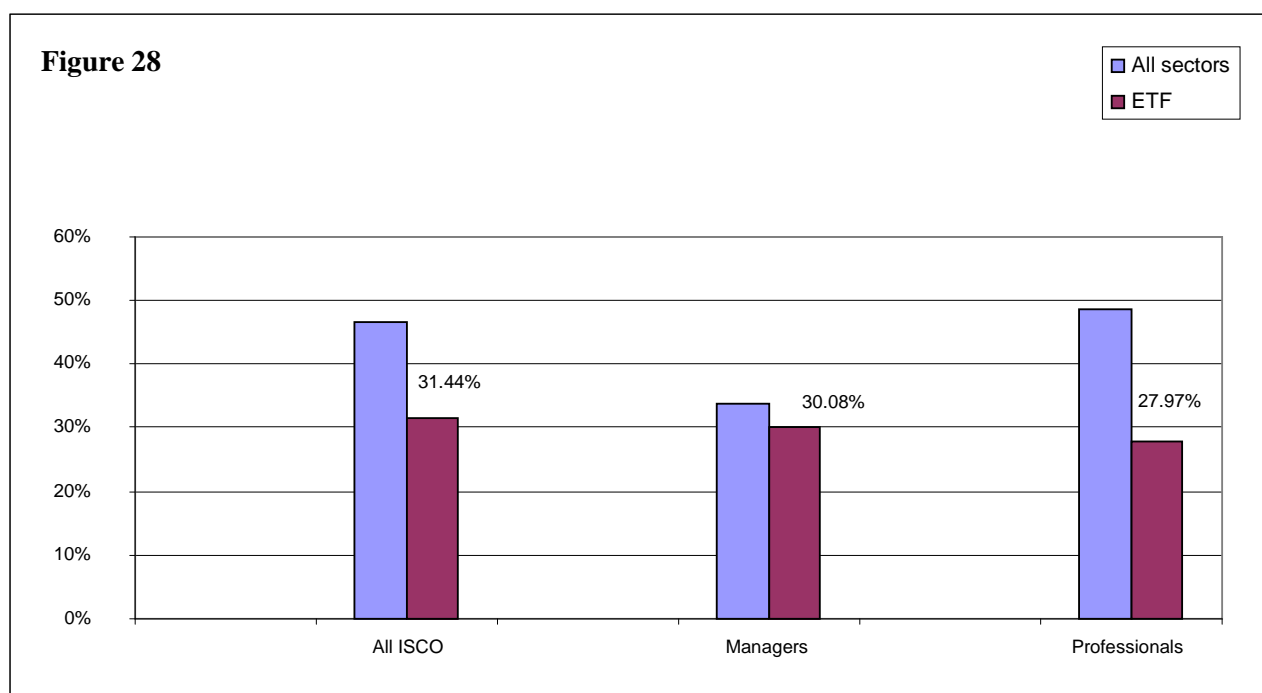


Figure 28: Percentage of women salaried employees (all ISCO categories, managers and professionals) in ETF sectors and in overall sectors (Eurostat, 2006).

Questions of age categories

Concerning age categories, we've noticed that:

- The proportion of 20-29 years old persons belonging to overall ISCO categories is lower in ETF sectors than in overall sectors (17.98% against 20.42%).
- The proportion of 20-29 years old managers is almost identical in ETF sectors than in overall sectors (10.50% against 10.54%).
- The proportion of 20-29 years old professionals is slightly higher in ETF sectors than in overall sectors (18.98% against 16.57%). For ETF professionals, the influence of women on this age category is important: while women only represent 27.97% of ETF professionals, they constitute 39.24% of this age category.

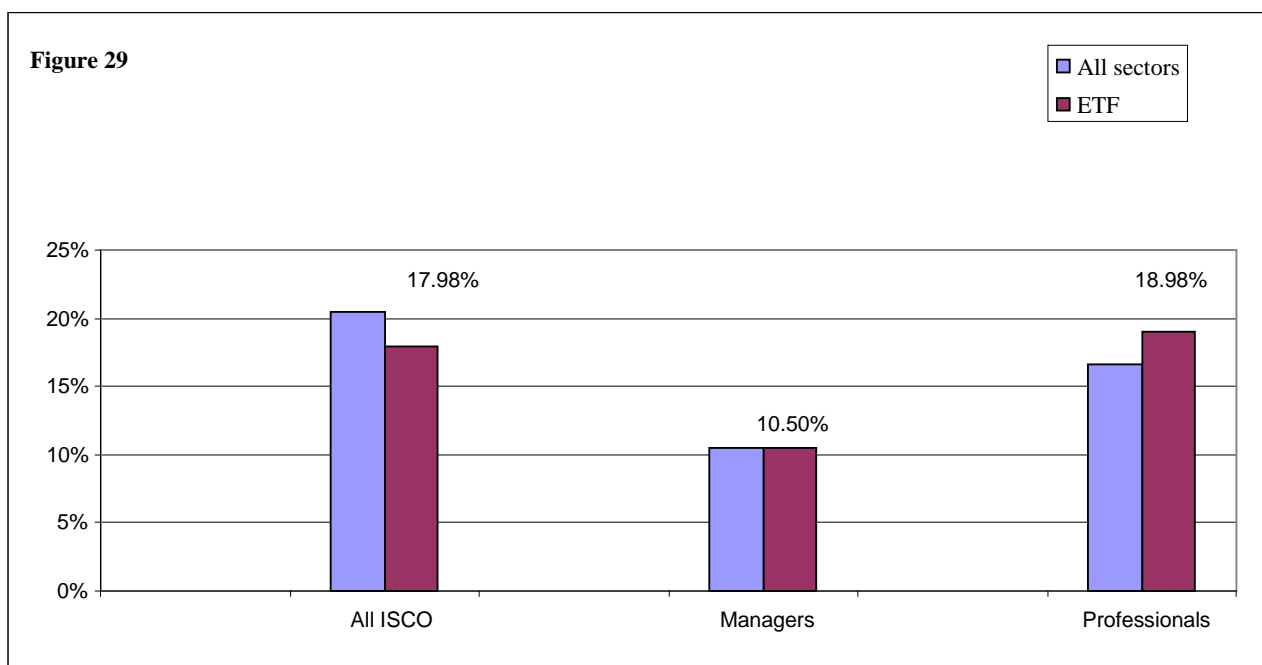


Figure 29: Percentage of salaried employees (all ISCO categories, managers and professionals) aged 20 to 29 years old in ETF sectors and in overall sectors (Eurostat, 2006).

In addition, we've also noted that:

- The proportion of 50-59 years old persons belonging to overall ISCO categories is slightly higher in ETF sectors than in overall sectors (20.23% against 18.96%).
- The proportion of 50-59 years old managers is almost equal in ETF sectors than in overall sectors (22.21% against 22.74%).
- The proportion of 50-59 years old professionals is slightly lower in ETF sectors than in overall sectors (19.97% against 21.87%).

We've also noticed an important fact: the proportion of 50-59 years old persons belonging to ISCO categories 3 to 9 is much higher in ETF sectors than in overall sectors (26.06% against 18.96%). For these ISCO categories, ETF sectors are older than the mean of overall sectors.

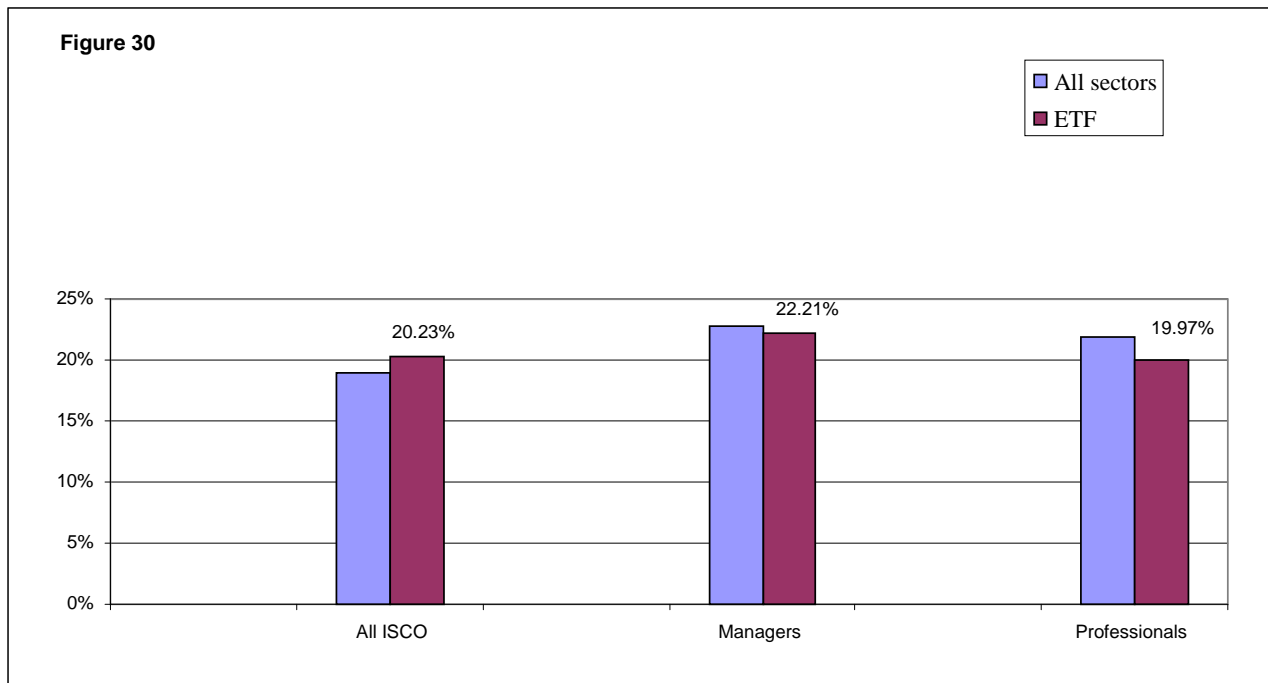


Figure 30: Percentage of salaried employees (all ISCO categories, managers and professionals) aged 50 to 59 years old in ETF sectors and in overall sectors (Eurostat, 2006).

Questions of education

The last results that we can underline concerns the levels of education. We've noticed that the percentage of salaried employees belonging to overall ISCO categories and having a medium level of education is higher in ETF sectors than in overall sectors (55.95% against 48.03%).

Above all, we've noted that the percentage of salaried employees belonging to overall ISCO categories and having a high level of education is noticeably lower in ETF sectors than in overall sectors (15.10% against 26.30%). This is also true concerning managers (43.93% of ETF managers have a high level of education against 52.18% for managers belonging to overall sectors) and professionals (66.45% of ETF professionals have a high level of education against 83.21% for professionals belonging to overall sectors).



Figure 31: Percentage of salaried employees (all ISCO categories, managers and professionals) in ETF sectors and in overall sectors having a high level of education (Eurostat, 2006).

A hypothesis that could explain this phenomenon is that women's presence in a statistical category contributes to elevate the level of education of this category. That is the situation when women represent 46.74% of salaried employees from overall sectors and 50.07% of salaried employees having a high level of education. In ETF sectors, small number of women (from 22.73% to 30.08%) might explain low rates of high level of education in these sectors.

3. The « Supervisor » variable in 2006 (17 countries)

The definition of supervisory responsibility as it appears in Eurostat is the following:

« Supervisory responsibility includes formal responsibility for supervising other employees (other than apprentices), whom they supervise directly, sometimes doing some of the work they supervise and excludes quality control (check output of services but not the work produced by other persons) and consultancy. A person with supervisory responsibilities takes charge of the work, directs the work and sees that it is satisfactorily carried out. »

Hypothetically, managers are particularly concerned by this responsibility⁶, as well as professionals. Actually, as results underlined it, the situation is more complex.

3.1 « Supervisory responsibilities » in overall sectors

Overall sectors and ISCO categories, 21.14% of salaried employees supervise other salaried employees.

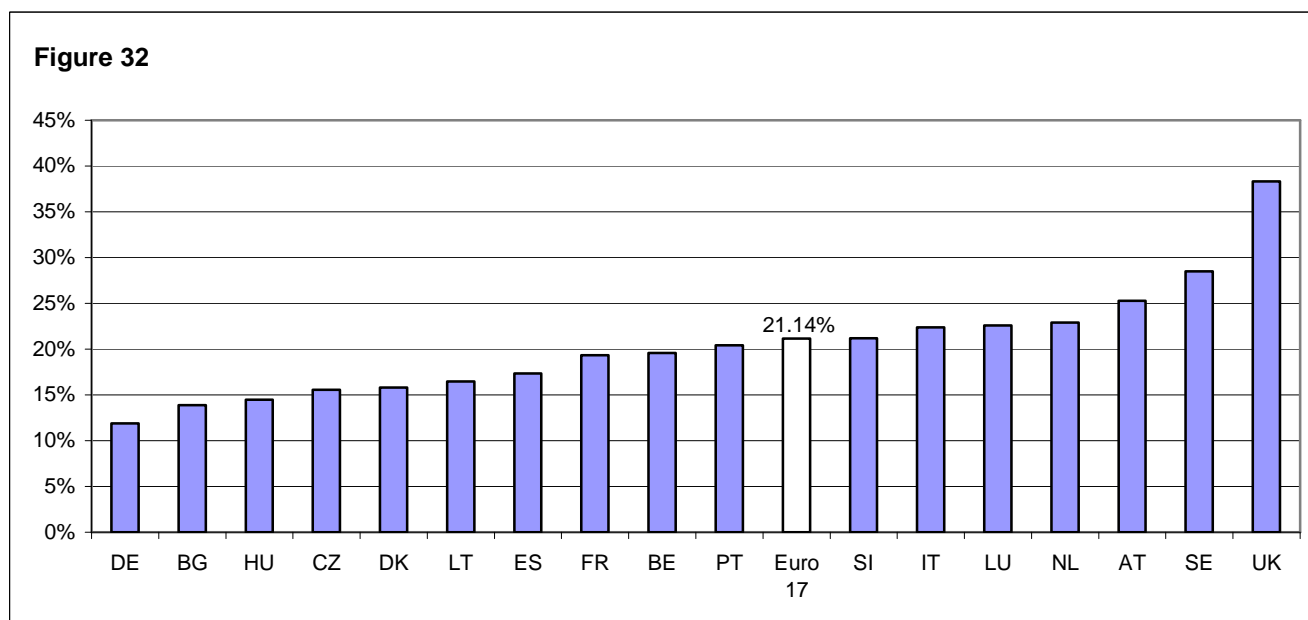


Figure 32: Percentage per country of salaried employees being supervisors (all ISCO categories, overall sectors) (Eurostat, 2006).

In the mean and for the whole of the 17 countries studied, this function concerns mostly men (63.91%), but also women (36.09%) (amplitude: from 27.70% in Luxembourg to 47.20% in Lithuania).

3.1.1 « Supervisory responsibilities » and salaried employees managers

Concerning SEM of overall sectors, the situation is the following: 79.70% of them assume supervisory responsibilities of other salaried employees (large amplitude between France (59.10%) and Bulgaria (99.61%)). 68.25% of SEM that supervise other salaried employees are represented by men and 31.75% by women.

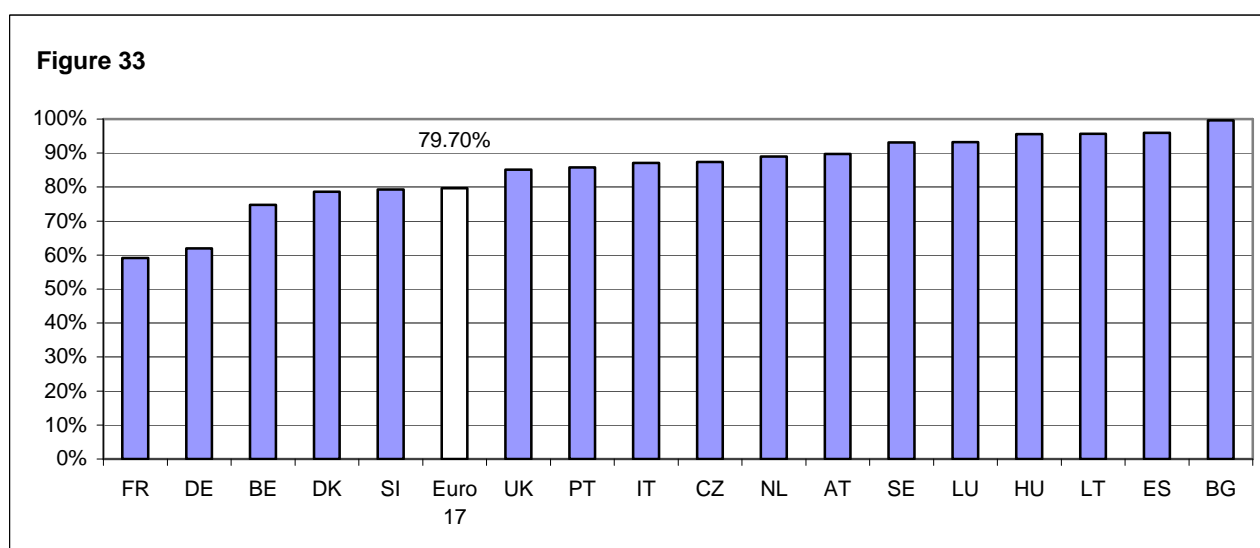


Figure 33: Percentage of salaried employees managers being supervisors in overall sectors (Eurostat, 2006).

3.1.2 « Supervisory responsibilities » and salaried employees professionals

Concerning SEP of overall sectors, the situation is the following: only 33.75% of them have to supervise other salaried employees (large amplitude between Denmark (19.28%) and the United-Kingdom (52.14%)). 61.32% of SEP that supervise other salaried employees are represented by men and 38.68% by women (amplitude: from 26.30% in Germany to 100.30% in Bulgaria).

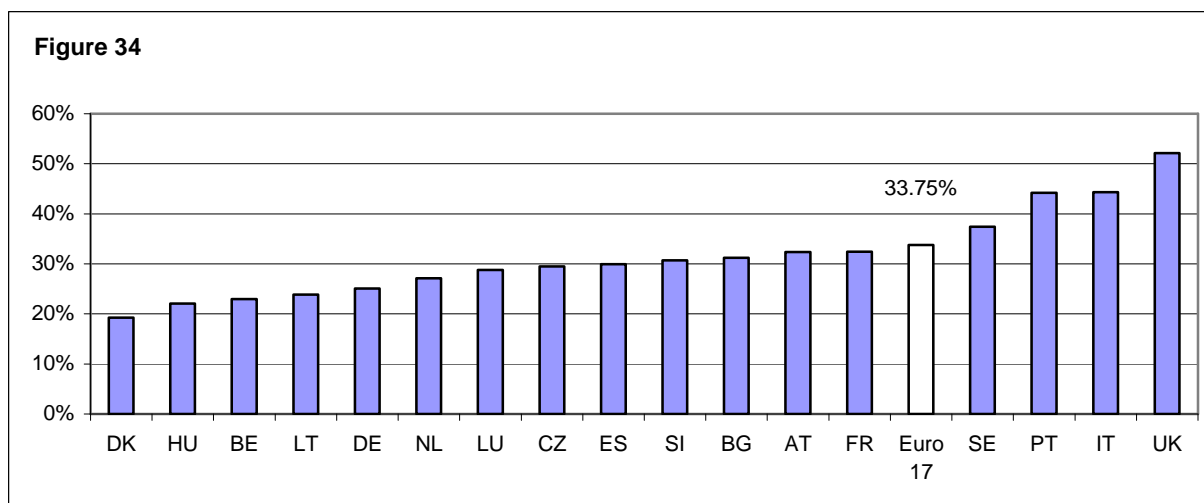


Figure 34: Percentage per country of salaried employees professionals being supervisors in overall sectors (Eurostat, 2006).

3.1.3 « Supervisory responsibilities » and ISCO categories 3 to 9

Finally, 15.05% of other salaried employees that are not managers neither professionals, are leaded to supervise other salaried employees (amplitude: from 6.60% in Lithuania to 26.30% in the United-Kingdom). Here is what is called proximity management. Those that assume supervisory activities are men for 63.18% and women for 36.82%.

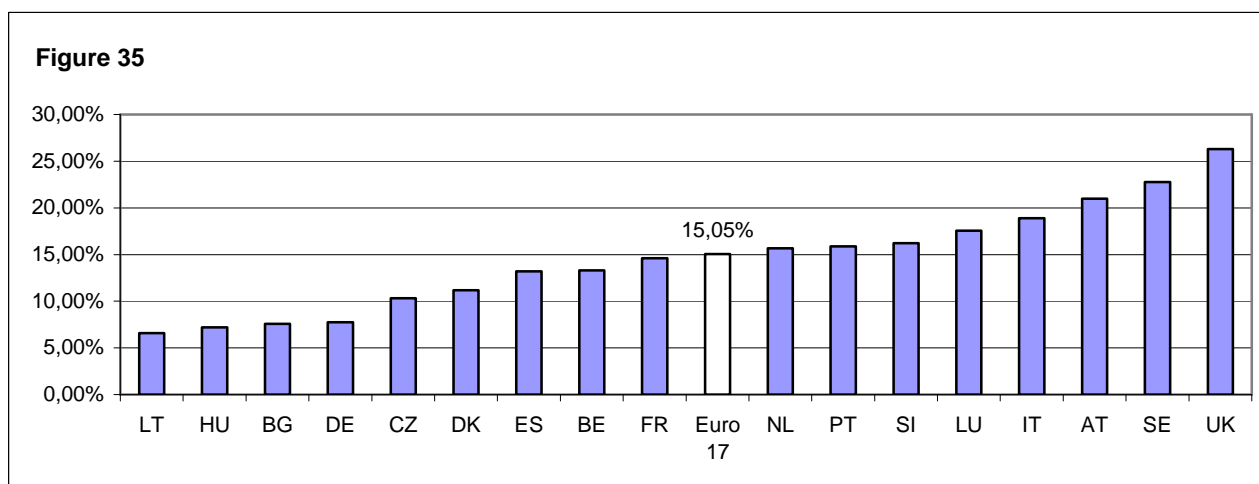


Figure 35: Percentage per country of salaried employees (from ISCO categories 3 to 9) being supervisors in overall sectors (Eurostat, 2006).

3.2 « Supervisory responsibilities » in ETF sectors

- Concerning ETF sectors, the situation is similar. 19.10% of ETF salaried employees supervise the work of other salaried employees. Among them, 76.42% are men and 23.58% are women.

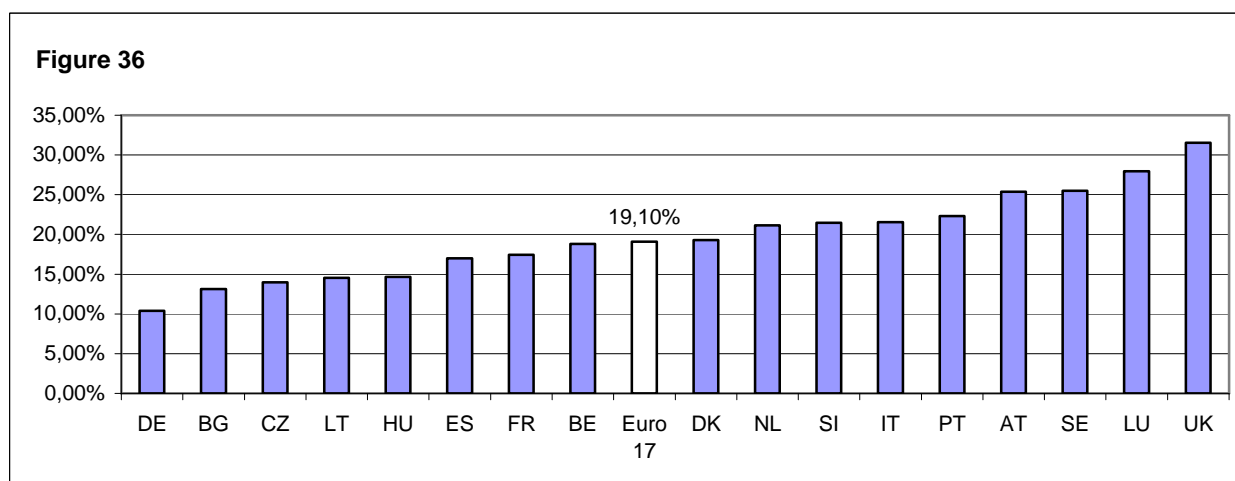


Figure 36: Percentage per country of salaried employees being supervisors in ETF sectors (Eurostat, 2006).

3.2.1 « Supervisory responsibilities » and ETF managers

- Concerning ETF SEM, the situation is the following: 81.64% of them supervise the activity of salaried employees. 70.31% of ETF SEM that supervise salaried employees are men and 29.69% are women.

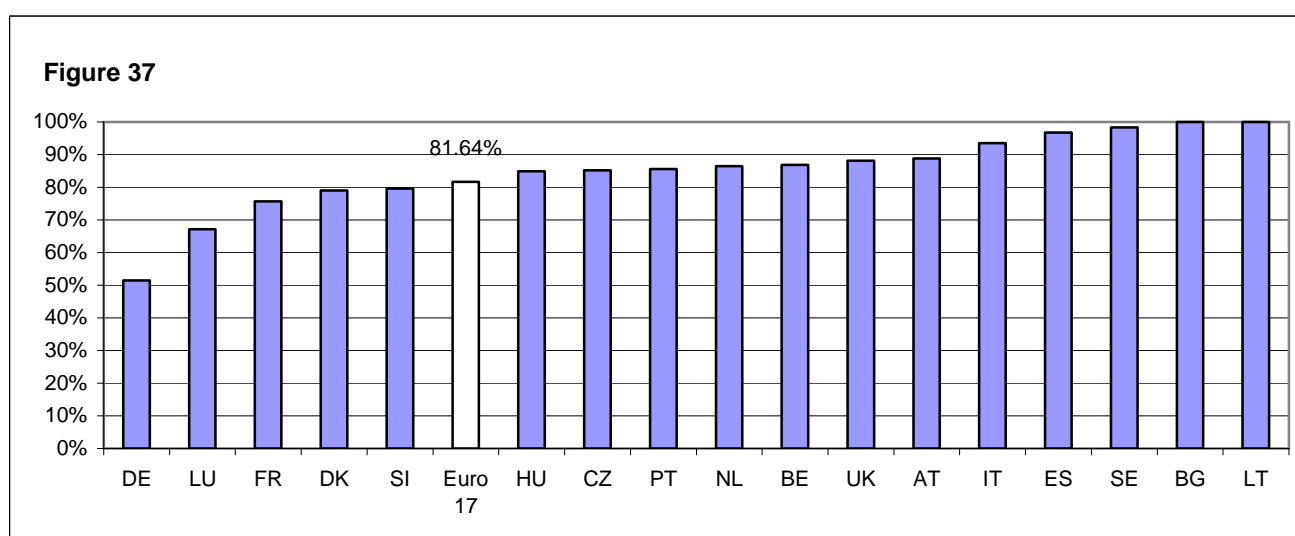


Figure 37: Percentage per country of salaried employees managers being supervisors in ETF sectors (Eurostat, 2006).

3.2.2 « Supervisory responsibilities » and ETF professionals

- Concerning ETF professionals, the situation is the following: 42.35% of them are leaded to supervise the work of salaried employees. Among them, 76.64% are men and 23.36% are women.

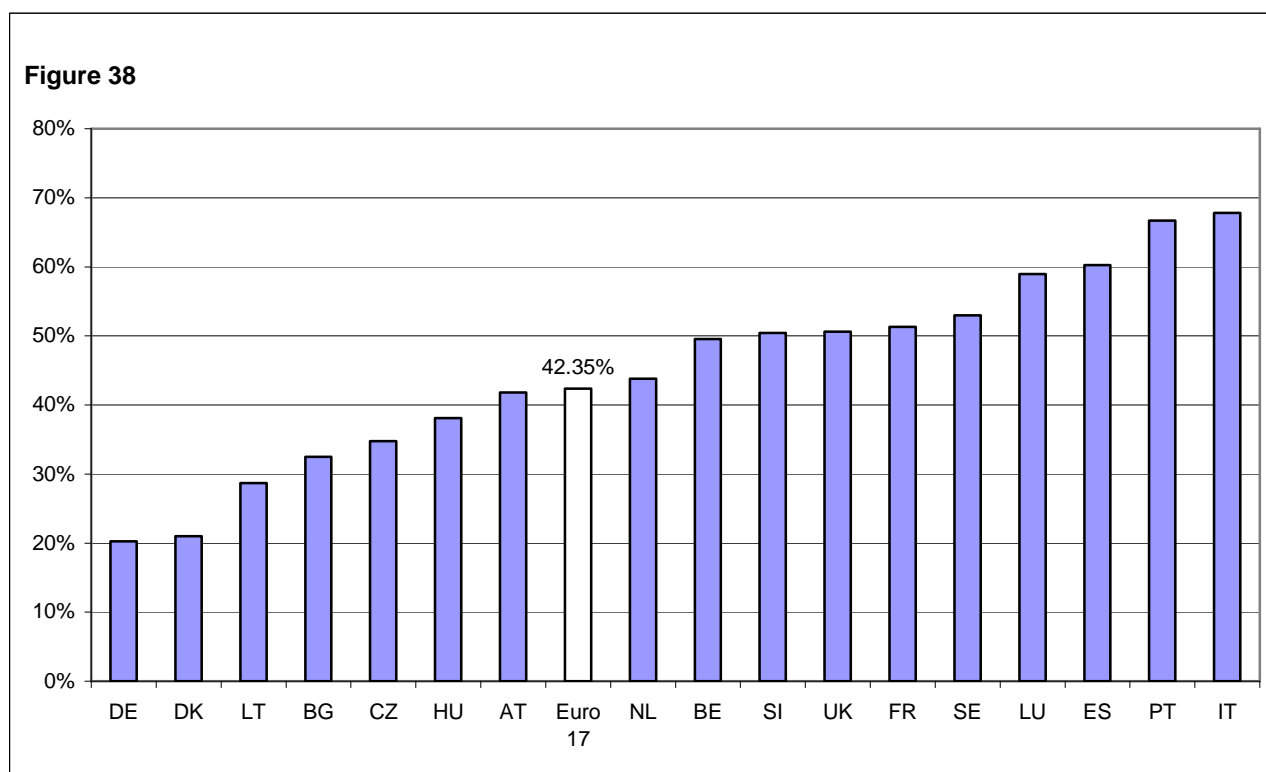


Figure 38: Percentage per country of salaried employees professionals being supervisors in ETF sectors (Eurostat, 2006).

3.2.2 « Supervisory responsibilities » and ISCO 3 to 9 in ETF

- 14.86% of salaried employees that are not ETF managers, neither ETF professionals, supervise the work of other salaried employees. Among them, 78.23% are men and 21.77% are women.

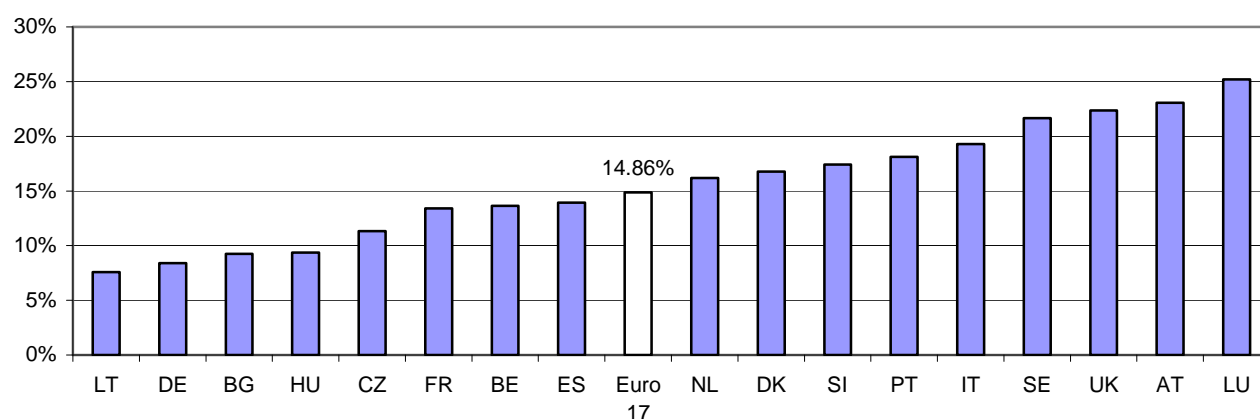
Figure 39

Figure 39: Percentage per country of salaried employees (from ISCO categories 3 to 9) being supervisors in ETF sectors (Eurostat, 2006).

3.3 Synthesis of the « Supervisory responsibilities » in 2006

| SUPERVISORY responsibilities | All SECTORS | | | | ETF Sectors | | | |
|------------------------------|-------------|-----------------|----------------------|-------------|-------------|-----------------|----------------------|-------------|
| | All ISCO | ISCO 1 Managers | ISCO 2 Professionals | ISCO 3 to 9 | All ISCO | ISCO 1 Managers | ISCO 2 Professionals | ISCO 3 to 9 |
| All employees | 21.14% | 79.70% | 33.75% | 15.05% | 19.10% | 81.64% | 42.35% | 14.86% |
| Men employees | 63.91% | 68.25% | 61.32% | 63.18% | 76.42% | 70.31% | 76.64% | 78.23% |
| Women employees | 36.09% | 31.75% | 38.68% | 36.82% | 23.58% | 29.69% | 23.36% | 21.77% |
| % women employees | 46.74% | 33.81% | 48.64% | | 23.29% | 30.08% | 27.97% | 22.73% |
| Differences | -10.65% | -2.06% | -9.96% | | 0.29% | -0.39% | -4.61% | -0.97% |

Reading of table:

Overall sectors and ISCO categories, 21.14% of salaried employees have supervisory responsibilities.

79.70% of managers, 33.75% of professionals and 15.05% of ISCO categories 3 to 9 have supervisory responsibilities.

This synthetic table concerning supervisory responsibility shows the following information:

- Overall ISCO categories, the percentage of employees that have supervisory responsibilities is almost the same in ETF sectors than in overall sectors.

- The percentage of managers that have supervisory responsibilities is slightly higher in ETF sectors than in overall sectors.
- The percentage of professionals that have supervisory responsibilities is noticeably higher in ETF sectors than in overall sectors (+8.6%).
- The percentage of salaried employees belonging to ISCO categories 3 to 9 that have supervisory responsibilities is almost identical in ETF sectors than in overall sectors. Moreover, this percentage is significant because almost 15% of salaried employees belonging to these ISCO categories are entrusted with this kind of responsibilities.

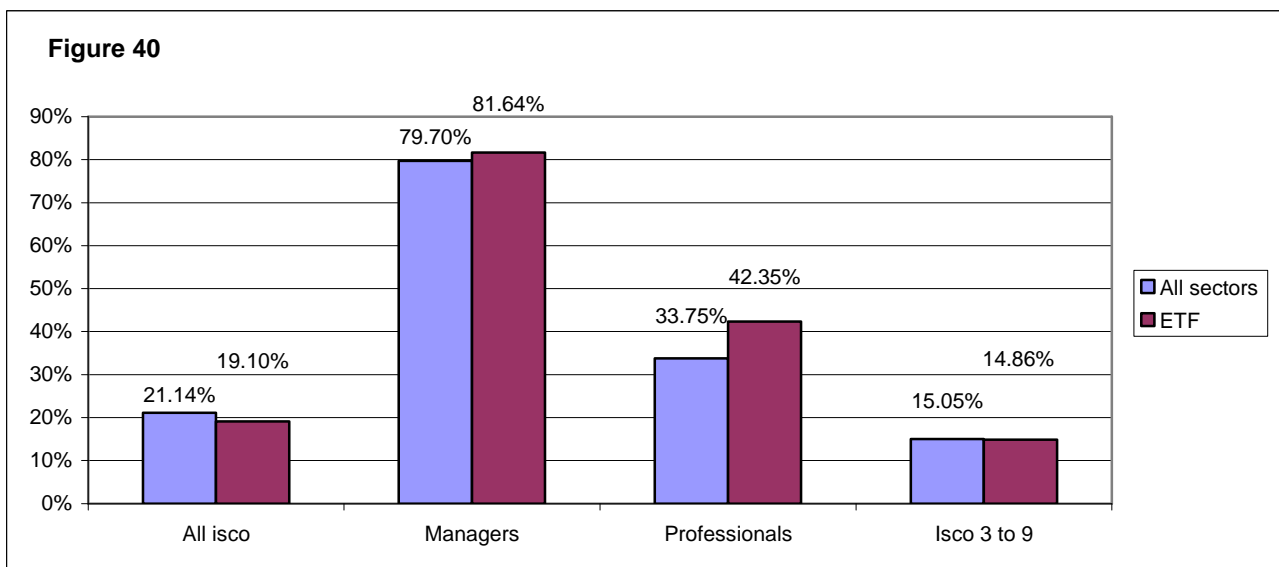


Figure 40: Percentage of salaried employees (All ISCO categories, managers, professionals and ISCO categories 3 to 9) being supervisors in ETF sectors (Eurostat, 2006).

Concerning women's situation, we've noticed the following facts:

In overall sectors, 46.74% of salaried employees are represented by women. Only 36.09% of them have supervisory responsibilities. That is a negative differential of 10.65%. For managers, the discrimination is less important (-2.06%) but it's strong again for professionals (-9.96%).

In ETF sectors, women represent 23.29% of salaried employees. 23.58% of them have a supervisory responsibility. That is a positive differential of 0.29%. For ETF managers too, the discrimination is weak (-0.39%). It's slightly stronger for professionals (-4.61%). In ETF sectors, despite the fact that women are less numerous than men, "supervisory responsibility" variable is less discriminatory than in overall sectors.

Beyond general considerations, this analysis shows above all that concerning the question of Responsible European Management (REM), managers and professionals can't be the only

categories to call up. In particular, through the process of proximity management, other categories of salaried employees can be sensitized to the situation in order to participate to this kind of management.

4. Industrial injuries between 1997 and 2006 (ILO)

Questions about industrial injuries have been addressed with data available at ILO.

Two types of data have been used:

- The first one concerns the rate of fatal injuries for 100 000 insured workers.
- The second one concerns the rate of non-fatal injuries for 100 000 insured workers.

For each country of which these two types of data were available, we were interested in the situations happening in 1997 and 2006 for the population of persons employed and for the sector I (ETF sectors belong to the sector I).

We have collected data for 1997 and 2006 situations, for the total population of persons employed and for the sector I

From this study, we've found partial results but they inform us about the situation in countries studied and outline a general tendency concerning industrial injuries.

4.1 Fatal industrial injuries

4.1.1 In 1997

In 1997, as shown below (figure 41), the rate of fatal industrial injuries is noticeably higher in the sector I ("transport, storage and communication") than in overall sectors. In the mean, the rate of fatal industrial injuries for 100 000 insured workers is 14.26 in the sector I against 5.61 in overall sectors. The differential is particularly important in countries such as Spain, Lithuania, Italy and France. In the United-Kingdom, rates are low (1.9 in the sector I, 0.9 in overall sectors).

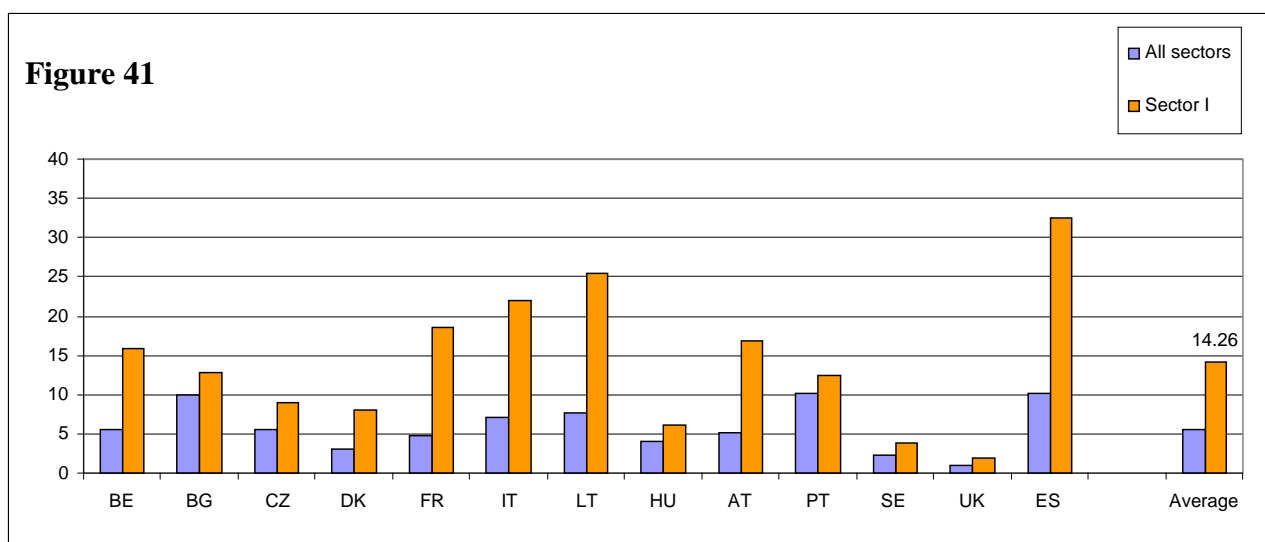


Figure 41: Rate of fatal injuries in 1997, in overall sectors and in sector I (ILO).

4.1.2 From 1997 to 2006

Between 1997 and 2006, some evolutions took place. In the mean and for the countries of which analysis was possible, the rate of fatal industrial injuries has globally decreased by 12.06% in the sector I and by 25.72% in overall sectors. In some countries, such as Spain and Italy, significant decreases have taken place in the sector I and in overall sectors. In some other countries, such as Belgium and Portugal, we found a fall for overall sectors but an increase for the sector I.

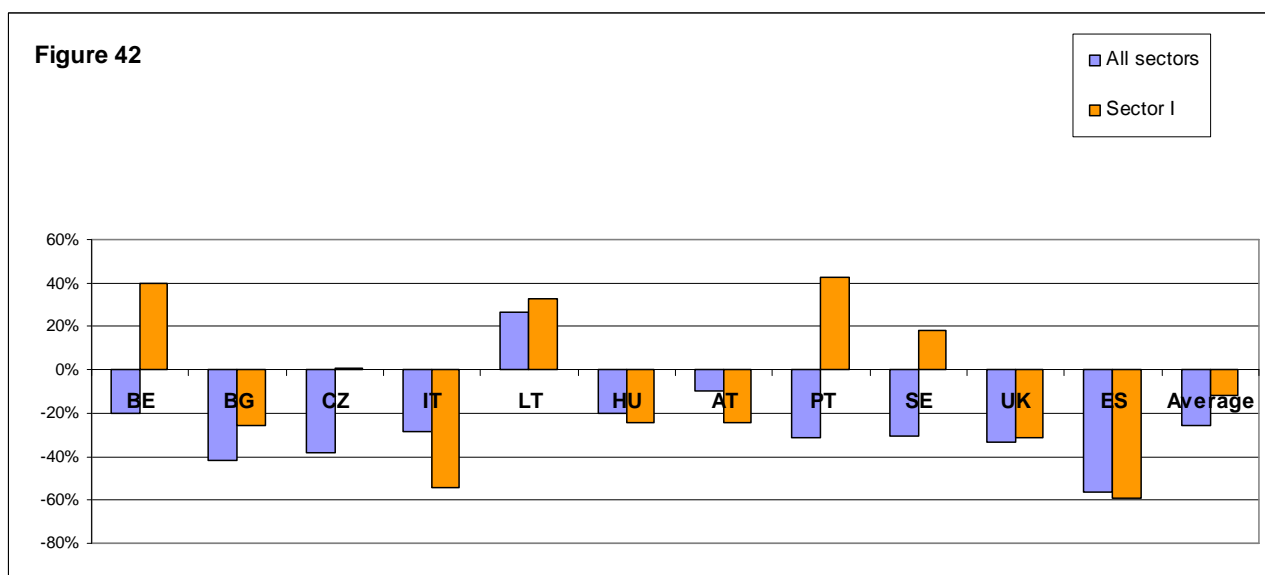


Figure 42: Evolution of the rate of fatal injuries between 1997 and 2006, in overall sectors and in sector I (ILO).

4.1.3 In 2006

Because of these evolutions, we found in 2006 the following situation. Overall, the rate of fatal industrial injuries for 100 000 insured workers is 12.54 in the sector I and 4.29 in overall sectors. A significant decrease has taken place in the sector I but it has been stronger in overall sectors.

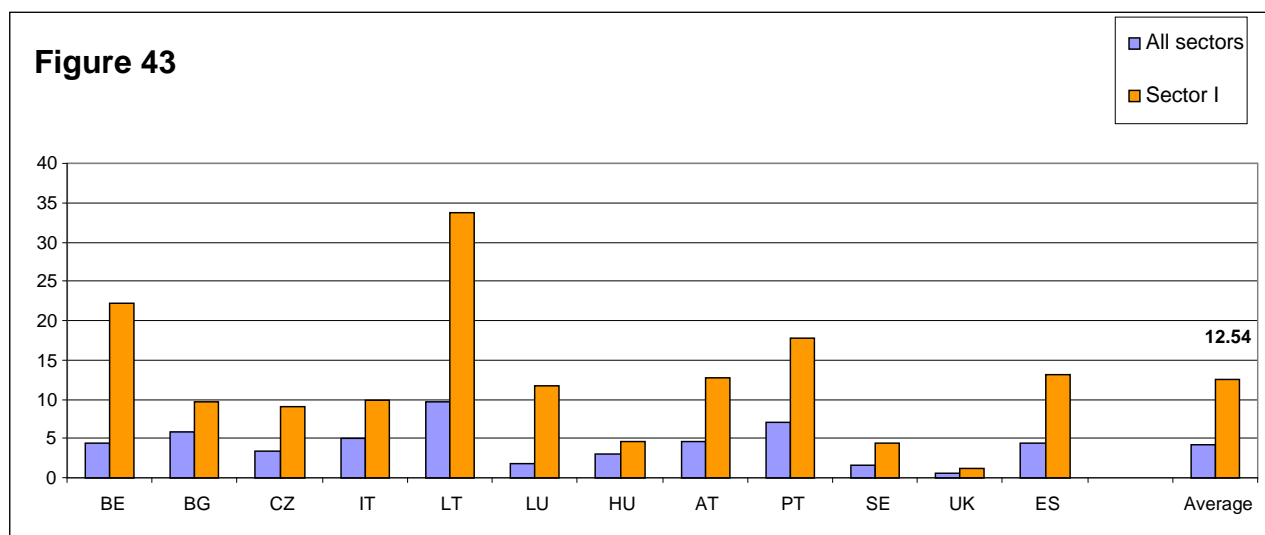


Figure 43: Rate of fatal injuries in 2006, in overall sectors and in sector I (ILO).

4.2 Non-fatal industrial injuries

4.2.1 In 1997

In 1997, for all the countries of which data were available, the rate of non-fatal industrial injuries for 100 000 insured workers is almost the same in the sector I and in overall sectors (a mean of 3210 injuries against a mean of 2972 injuries, that is, a ratio of 1.08). In France, this rate is higher in the sector I than in overall sectors. On the opposite, in Portugal, this rate is higher in overall sectors than in the sector I.

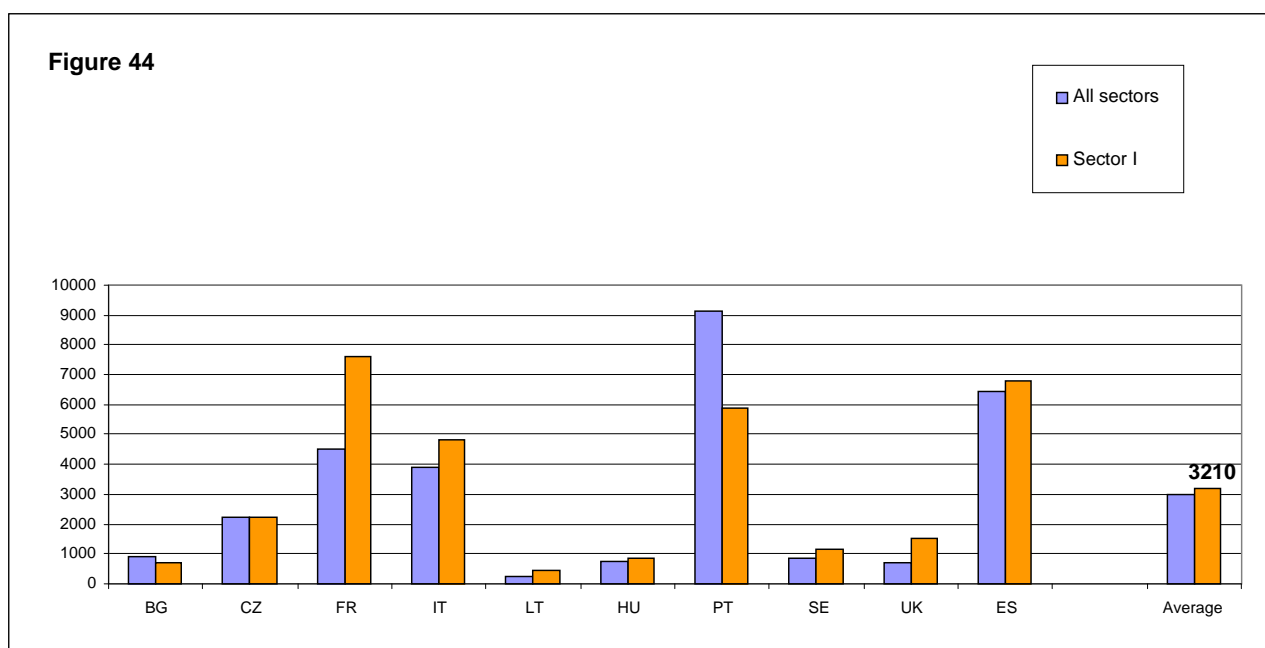


Figure 44: Rate of non-fatal injuries in 1997, in overall sectors and in sector I (ILO).

4.2.2 From 1997 to 2006

In the mean, between 1997 and 2006, the rate of non-fatal industrial injuries in the sector I has diminished by 11.84%. In overall sectors, it has decreased by 25.98%, which is more than twice as much as in the sector I. In some countries, such as the Czech Republic, Hungary, the United-Kingdom and Spain, the rates have increased in the sector I and have diminished in overall sectors.

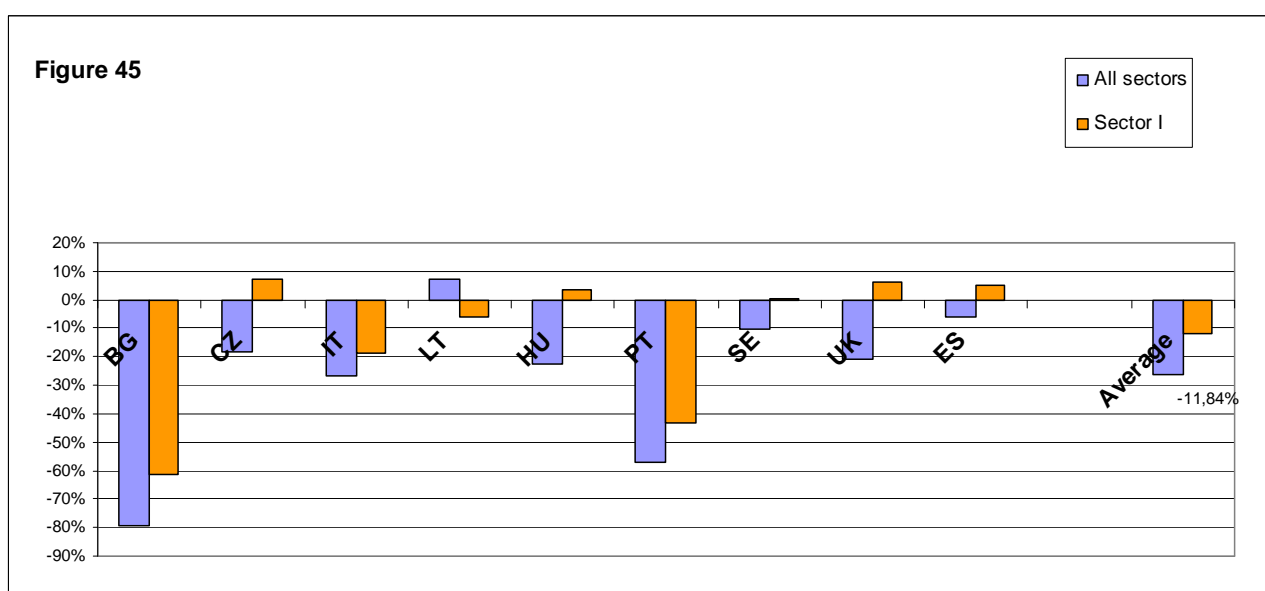


Figure 45: Evolution of the rate of non-fatal injuries from 1997 to 2006, in overall sectors and in sector I (ILO).

4.2.3 In 2006

Because of these evolutions, we found in 2006 the following situation. In the mean, the rate of non-fatal industrial injuries is 3309 in the sector I against 2602 in overall sectors. The ratio has gone from 1.08 to 1.27. Even if we can't strictly compare situations in 1997 and 2006, according to the lack of data for some countries, these results are significant of a specific situation in the sector I that deserve close attention from those that are interested by the regulation of risks at work.

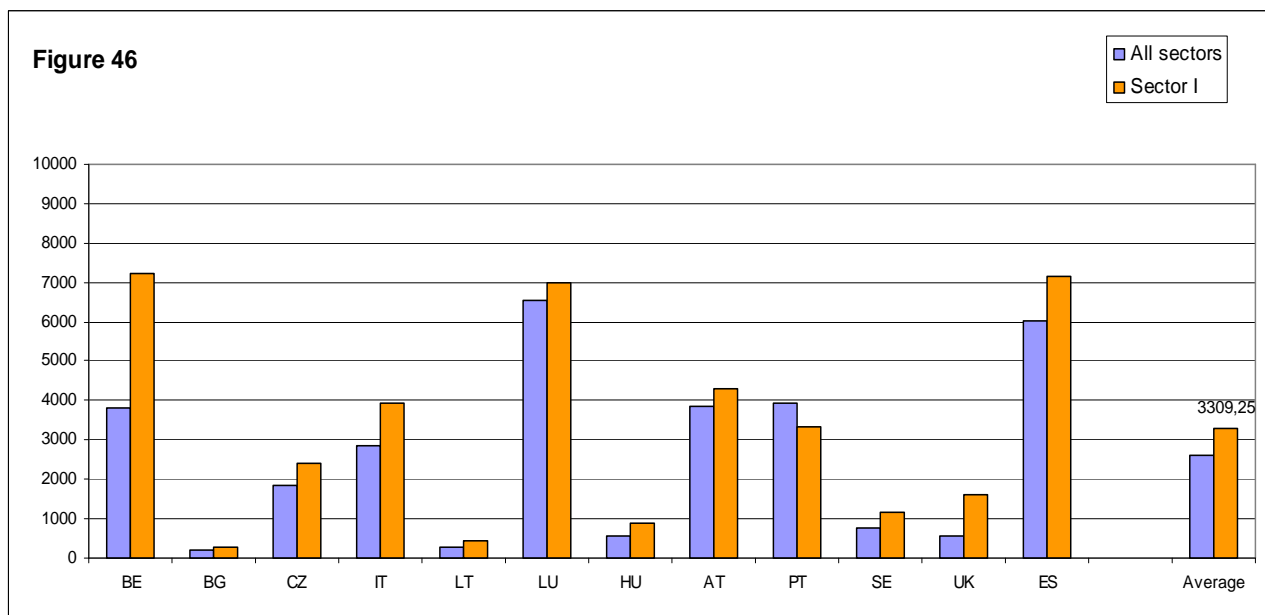


Figure 46: Rate of non-fatal injuries in 2006, in overall sectors and in sector I (ILO).

5. Standard deviations and correlation tests

For the analysis of standard deviations and for correlation tests, we worked with 28 significant variables that represent rates related to ETF situation in 2006 and for the 17 countries studied. In particular, we choose variables concerning managers and professionals.

Variables chosen are the following:

| Variables | Rates |
|---------------------------------------|--|
| ETF employed employees | Employed employees/employed |
| ETF employed employees women | Employed employees women/employed employees |
| ETF employed employees 20-29 | Employed employees 20-29/employed employees |
| ETF employed employees 50-59 | Employed employees 50-59/employed employees |
| ETF, level Low | Level Low/ employed employees employees |
| ETF, level High | Level High/ employed employees employees |
| | |
| ETF Managers Employee | Managers Employees/ Managers employed employees |
| ETF Managers Employee women | Managers Employees women/ Managers Employees |
| ETF Managers Employee 20-29 | Managers Employee 20-29/ Managers Employees |
| ETF Managers Employee 50-59 | Managers Employees 50-59/ Managers Employees |
| ETF Managers Employee level Low | Managers Employees level Low/ Managers Employees |
| ETF Managers Employee level High | Managers Employee level High/ Managers Employees |
| | |
| ETF Professionals Employees | Professionals Employees/ Professionals employed employees |
| ETF Professionals Employee women | Professionals Employee women/ Professionals Employees |
| ETF Professionals Employee 20-29 | Professionals Employee 20-29/ Professionals Employees |
| ETF Professionals Employee 50-59 | Professionals Employee 50-59/ Professionals Employees |
| ETF Professionals Employee level Low | Professionals Employee level Low/ Professionals Employees |
| ETF Professionals Employee level High | Professionals Employee level High/ Professionals Employees |
| | |
| ETF Others Employees | Others Employees/ employed employees |
| ETF Others Employee women | Others Employee women/ Others Employees |
| ETF Others Employee 20-29 | Others Employee 20-29 : Others Employees |
| ETF Others Employee 50-59 | Others Employee 50-59/ Others Employees |
| ETF Others Employee level Low | Others Employee level Low/ Others Employees |
| ETF Others Employee level High | Others Employee level High/ Others Employees |
| | |
| ETF Supervisor ALL | Supvisor ALL/ employed employees |
| ETF Supervisor Managers | Supvisor Managers/ Managers Employees |
| ETF Supervisor Professionnals | Supvisor Professionnals/ Managers Employees |
| ETF Supervisor Others | Supvisor Others/ Others Employees |

NB : Others = groups 3 to 9.

Percents associated to each variable, for each country studied.

| Countries | BE | BG | CZ | DK | DE | FR | IT | LT | LU | HU | NL | AT | PT | SI | SE | UK | ES |
|--|-------|--------|-------|--------|--------|--------|-------|--------|--------|-------|-------|-------|-------|--------|-------|-------|-------|
| ETF employed employees | 92.18 | 85.45 | 82.97 | 90.70 | 92.19 | 93.78 | 77.99 | 94.88 | 97.62 | 88.72 | 91.68 | 90.29 | 85.92 | 83.68 | 88.13 | 82.24 | 73.40 |
| ETF employed employees women | 19.77 | 19.53 | 21.09 | 25.31 | 26.13 | 23.54 | 18.67 | 21.77 | 19.53 | 21.11 | 24.01 | 22.94 | 20.91 | 23.95 | 24.92 | 25.92 | 20.32 |
| ETF employed employees 20-29 | 18.12 | 13.51 | 17.82 | 13.58 | 15.86 | 19.17 | 16.91 | 18.85 | 21.85 | 18.78 | 18.92 | 20.12 | 19.76 | 18.24 | 19.54 | 18.40 | 20.92 |
| ETF employed employees 50-59 | 21.57 | 22.48 | 26.56 | 21.95 | 20.07 | 19.01 | 20.09 | 18.26 | 16.13 | 21.91 | 21.97 | 15.06 | 17.86 | 21.59 | 22.45 | 21.84 | 16.15 |
| ETF, level Low | 35.84 | 11.28 | 5.73 | 25.14 | 15.71 | 32.77 | 46.37 | 3.80 | 34.91 | 13.17 | 40.47 | 14.72 | 69.61 | 7.97 | 22.43 | 27.89 | 43.13 |
| ETF, level High | 19.21 | 19.45 | 5.14 | 19.38 | 13.55 | 16.98 | 6.21 | 25.38 | 8.87 | 10.91 | 14.07 | 8.00 | 12.11 | 13.21 | 14.84 | 16.20 | 28.63 |
| | | | | | | | | | | | | | | | | | |
| ETF Managers Employee | 50.09 | 48.08 | 43.85 | 71.62 | 44.96 | 73.21 | 30.65 | 64.01 | 71.78 | 76.04 | 70.03 | 34.49 | 43.92 | 50.61 | 87.93 | 86.49 | 33.04 |
| ETF Managers Employee women | 23.35 | 16.41 | 20.12 | 19.33 | 26.99 | 46.37 | 13.54 | 34.79 | 19.91 | 35.50 | 19.74 | 28.42 | 33.34 | 45.39 | 29.68 | 31.60 | 16.98 |
| ETF Managers Employee 20-29 | 5.94 | 11.41 | 11.10 | 0.00 | 10.71 | 2.06 | 0.00 | 12.24 | 12.90 | 21.22 | 4.93 | 16.16 | 7.47 | 0.00 | 3.67 | 15.70 | 2.09 |
| ETF Managers Employee 50-59 | 21.22 | 17.50 | 36.28 | 19.48 | 10.95 | 28.39 | 50.07 | 33.74 | 14.78 | 30.73 | 23.84 | 23.35 | 9.83 | 29.41 | 33.26 | 20.12 | 21.06 |
| ETF Managers Employee level Low | 8.77 | 1.57 | 0.00 | 4.90 | 7.21 | 19.46 | 10.90 | 0.00 | 0.00 | 2.96 | 12.58 | 2.74 | 22.61 | 0.00 | 14.67 | 16.61 | 7.64 |
| ETF Managers Employee level High | 55.91 | 77.15 | 32.93 | 30.38 | 50.67 | 52.87 | 32.52 | 67.08 | 42.94 | 49.36 | 40.58 | 39.20 | 43.99 | 77.50 | 32.29 | 37.03 | 56.82 |
| | | | | | | | | | | | | | | | | | |
| ETF Professionals Employees | 98.29 | 95.38 | 84.00 | 100.00 | 100.00 | 100.00 | 89.89 | 96.76 | 100.00 | 99.18 | 96.20 | 93.80 | 97.36 | 100.00 | 93.35 | 98.55 | 98.10 |
| ETF Professionals Employee women | 34.74 | 56.37 | 50.53 | 33.91 | 17.72 | 9.15 | 33.61 | 62.35 | 13.44 | 26.43 | 20.63 | 37.06 | 41.50 | 48.56 | 39.91 | 24.59 | 57.55 |
| ETF Professionals Employee 20-29 | 14.61 | 24.80 | 17.72 | 14.44 | 22.68 | 10.26 | 10.30 | 38.69 | 33.70 | 25.29 | 13.00 | 23.49 | 25.57 | 11.51 | 10.35 | 20.10 | 23.75 |
| ETF Professionals Employee 50-59 | 25.03 | 20.99 | 28.40 | 22.56 | 14.15 | 24.18 | 18.99 | 5.83 | 19.77 | 24.46 | 21.31 | 18.79 | 25.02 | 26.87 | 17.76 | 23.33 | 20.41 |
| ETF Professionals Employee level Low | 7.54 | 0.00 | 0.00 | 7.50 | 10.04 | 4.18 | 5.42 | 0.00 | 0.00 | 0.00 | 6.50 | 0.00 | 0.00 | 0.00 | 15.22 | 7.41 | 0.00 |
| ETF Professionals Employee level High | 72.00 | 90.77 | 48.35 | 77.19 | 62.07 | 65.73 | 52.15 | 72.75 | 91.47 | 92.19 | 60.79 | 75.08 | 88.72 | 94.57 | 41.25 | 56.38 | 97.51 |
| | | | | | | | | | | | | | | | | | |
| ETF Others (gr 3 to 9) Employees | 96.38 | 87.38 | 85.15 | 91.41 | 95.74 | 96.43 | 80.10 | 97.21 | 98.53 | 89.27 | 93.28 | 95.47 | 88.00 | 85.03 | 87.93 | 81.14 | 75.38 |
| ETF Others Employee women | 18.85 | 17.96 | 20.31 | 25.20 | 26.45 | 23.05 | 18.47 | 14.83 | 19.84 | 20.03 | 24.31 | 22.61 | 19.50 | 21.81 | 24.15 | 25.08 | 19.55 |
| ETF Others Employee 20-29 | 18.92 | 13.07 | 18.02 | 14.10 | 15.77 | 20.31 | 17.36 | 16.19 | 21.50 | 18.29 | 19.99 | 20.22 | 19.85 | 19.29 | 20.51 | 18.69 | 21.35 |
| ETF Others Employee 50-59 | 26.42 | 27.69 | 32.91 | 29.44 | 28.07 | 23.87 | 23.98 | 22.66 | 19.93 | 26.61 | 29.05 | 19.05 | 22.05 | 26.93 | 29.29 | 29.44 | 19.79 |
| ETF Others Employee level Low | 38.65 | 12.13 | 6.05 | 26.70 | 16.18 | 34.51 | 47.84 | 4.59 | 37.72 | 14.34 | 43.73 | 15.28 | 74.54 | 8.81 | 23.02 | 30.36 | 45.06 |
| ETF Others Employee level High | 14.79 | 14.21 | 3.14 | 16.52 | 10.27 | 13.40 | 4.82 | 15.81 | 3.62 | 5.31 | 10.31 | 6.27 | 7.29 | 5.84 | 13.11 | 11.61 | 26.30 |
| | | | | | | | | | | | | | | | | | |
| ETF Supvisor ALL | 18.80 | 13.13 | 13.96 | 19.28 | 10.38 | 17.44 | 21.55 | 14.53 | 27.94 | 14.65 | 21.13 | 25.38 | 22.30 | 21.48 | 25.49 | 31.55 | 17.00 |
| ETF Supvisor Managers | 86.87 | 100.00 | 85.15 | 78.99 | 51.49 | 75.69 | 93.54 | 100.00 | 67.19 | 84.90 | 86.45 | 88.84 | 85.55 | 79.56 | 98.32 | 88.10 | 96.78 |
| ETF Supvisor Professionnals | 49.55 | 32.47 | 34.77 | 20.97 | 20.25 | 51.32 | 67.83 | 28.69 | 58.95 | 38.08 | 43.79 | 41.80 | 66.71 | 50.41 | 52.96 | 50.62 | 60.24 |
| ETF Supivor Others | 13.64 | 9.24 | 11.33 | 16.77 | 8.41 | 13.41 | 19.30 | 7.59 | 25.20 | 9.37 | 16.20 | 23.07 | 18.12 | 17.43 | 21.67 | 22.35 | 13.92 |

Reading: in ETF sectors, in Belgium, 92.18% of persons employed are salaried employees, 19.77% of salaried employees are women; “Others” = groups 3 to 9

5.1 Standard deviations

Standard deviation is a measure of the dispersion of a set of values around the mean. In our study, the minimum standard deviation is 0% (if all the countries have the same rate) and the maximum standard deviation can reach 50% (if half of the countries have 0% and half have 100%).

A low standard deviation means that the rates recorded for each variable are homogeneously distributed, that is a homogeneous situation for the whole of the countries studied. On the contrary, when the standard deviation increases, a heterogeneous situation for the whole of the countries studied appears.

Here are standard deviations for each variable studied (from the lowest standard deviation to the highest):

| Ecart type selon les variables | |
|--|----------------|
| | Ecart -type |
| ETF employed employees 20-29 | 2,26 |
| ETF employed employees w omen | 2,44 |
| ETF Others Employees 20-29 | 2,44 |
| ETF employed employees 50-59 | 2,92 |
| ETF Others Employees w omen | 3,13 |
| ETF Others Employees 50-59 | 4,01 |
| ETF Professionals Employees | 4,31 |
| ETF Professionals Employees level Low | 4,68 |
| ETF Professionals Employees 50-59 | 5,30 |
| ETF Supvisor Others 3 to 9 | 5,48 |
| ETF Supvisor ALL | 5,69 |
| ETF Others Employees level High | 5,98 |
| ETF employed employees | 6,30 |
| ETF, level High | 6,36 |
| ETF Managers Employees 20-29 | 6,45 |
| ETF Others Employees | 6,77 |
| ETF Managers Employees level Low | 7,30 |
| ETF Professionals Employees 20-29 | 8,37 |
| ETF Managers Employees w omen | 9,79 |
| ETF Managers Employees 50-59 | 10,13 |
| ETF Supvisor Managers | 12,40 |
| ETF Supvisor Professionals | 14,53 |
| ETF Managers Employees level High | 14,95 |
| ETF Professionals Employees w omen | 15,85 |
| ETF, level Low | 17,50 |
| ETF Professionals Employees level High | 17,69 |
| ETF Others Employees level Low | 18,57 |
| ETF Managers Employees | 18,59 |

5.2 Correlation tests

(Concerning ETF managers, ETF professionals and supervisor's responsibility)

Concerning correlation tests, we tried to identify significant links between rates of supervisors in ETF managers and ETF professionals and other relevant rates. The aim of this analysis is to estimate a correlation coefficient and to test its significance in order to confirm and analyse the link between two variables of interest.

The sample contains 17 countries. For each one, we have a pair of variables. The goal is to assess by an appropriate test the degree of dependence that may exist between two variables of interest.

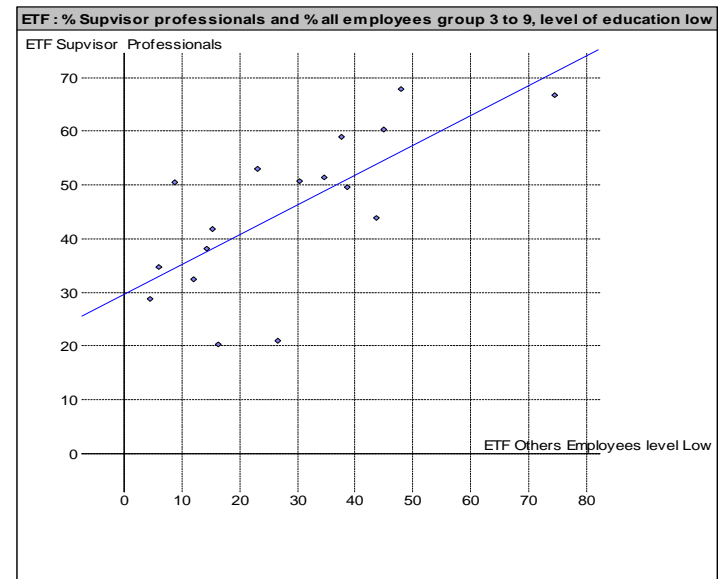
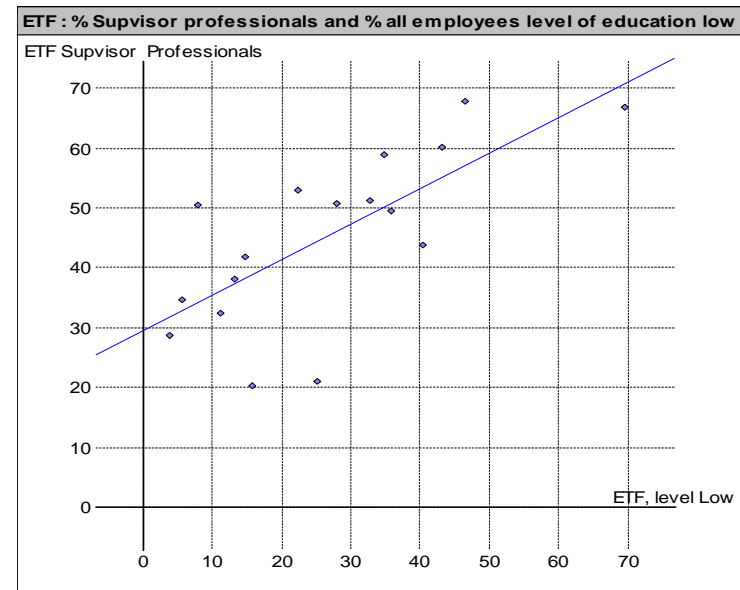
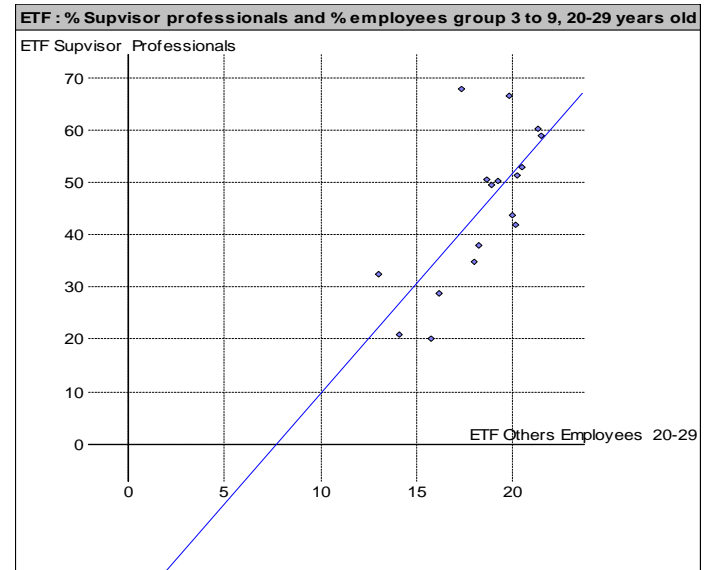
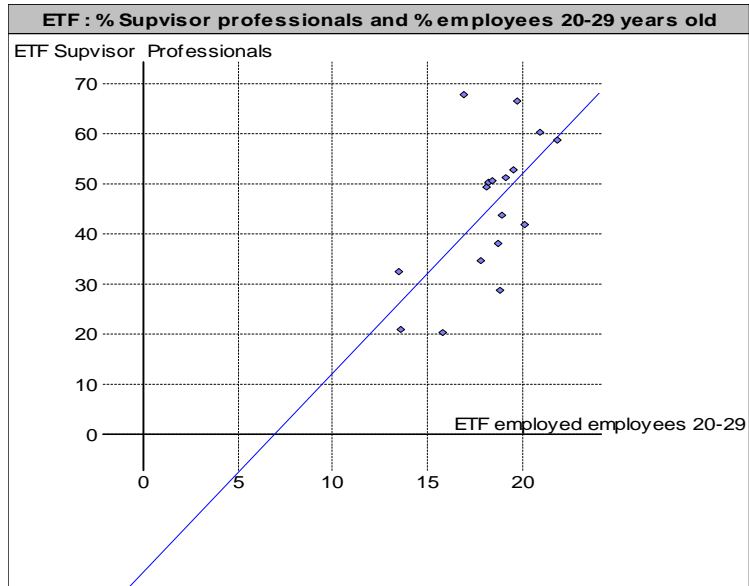
| | BE | BG | CZ | DK | DE | FR | IT | LT | LU | HU | NL | AT | PT | SI | SE | UK |
|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| V1 | | | | | | | | | | | | | | | | |
| V2 | | | | | | | | | | | | | | | | |

Our main result is that, except for correlations concerning managers and professionals that are presented below, none significant correlation has been found.

5.1.1 Professionals with supervisory responsibilities

As it is presented in tables below, rates of professionals with supervisory responsibilities are correlated to rates of salaried employees aged 20-29 years old, in particular those employees from groups 3 to 9. Rates of professionals with supervisory responsibilities are also correlated to rates of salaried employees that have a low level of education, in particular those employees from groups 3 to 9. In ETF sectors, the more the rate of 20-29 years old and the rate of low level of education increase for salaried employees (in particular from groups 3 to 9), the more the rates of professionals with supervisory responsibilities increase. The characteristics of salaried employees belonging to groups 3 to 9 condition the allocation of supervisory responsibilities for professionals.

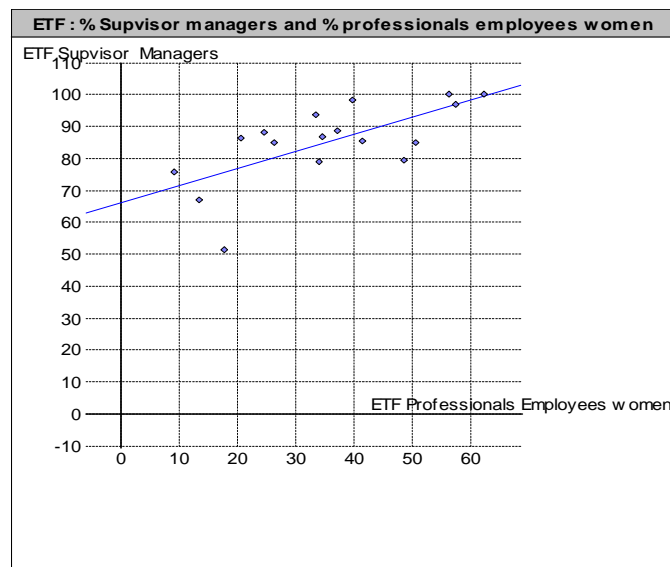
NB: In tables presented below, each point corresponds to the situation in one of the countries studied



According to our results and to the variables chosen, these correlations seem specific to ETF sectors. In overall sectors, rates of professionals with supervisory responsibilities are not correlated to rates of salaried employees aged 20-29 years old, neither to rates of low level of education for salaried employees.

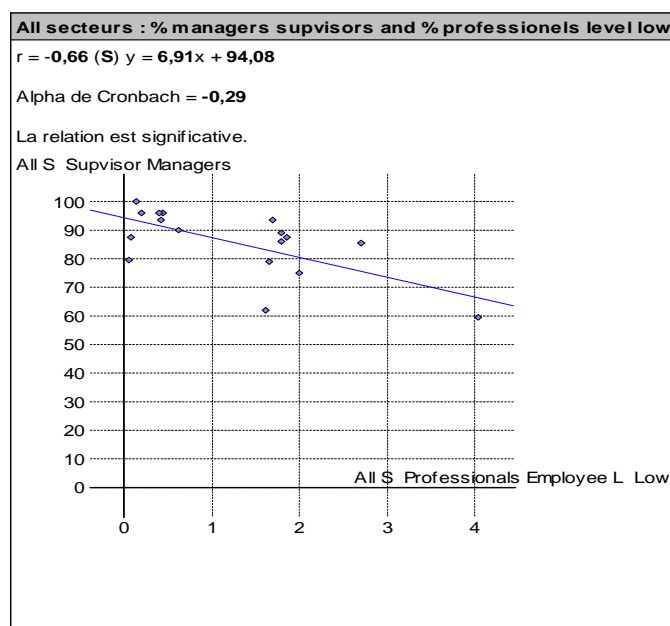
5.1.2 Managers with supervisory responsibilities

Concerning rates of ETF managers with supervisory responsibilities, among variables chosen, only one significant relation has been found. It concerns the rate of women professionals. The more this one increases, the more the rate of managers with supervisory responsibilities increases...



In overall sectors, the link presented above is not significant.

However another correlation has been noticed: the negative link between the rate of managers with supervisory responsibilities and the rate of professionals having a low level of education.



In the text and the table below, we've reported the result and the correlation coefficients concerning ETF sectors.

N = number of pairs in sample, i.e. number of countries

DDL =degrees of freedom

r = estimated correlation coefficient

S_r = standard deviation of r

t = statistic associated with correlation test

ETF : % Supervisor professionals and % all employees 20-29 years old

N = 17

DDL = 15

r = +0.62

S_r = 0.20

p

t = 3.04

y = 3.98x - 27.46

Cronbach's alpha = 0.32

ETF : % Supervisor professionals and % employees group 3 to 9, 20-29 years old

N = 17

DDL = 15

r = +0.71

S_r = 0.18

t = 3.87

y = 4.21x - 32.35

Cronbach's alpha = 0.38

ETF : % Supervisor professionals and % all employees level of education low

N = 17

DDL = 15

r = +0.71

S_r = 0.18

t = 3.94

y = 0.59x - 29.53

Cronbach's alpha = 0.82

ETF : % Supervisor professionals and % all employees group 3 to 9, level of education low

N = 17

DDL = 15

r = +0.71

S_r = 0.18

t = 3.89

y = 0.56x - 29.60

Cronbach's alpha = 0.82

ETF : % Supervisor managers and % professionals employees women

N = 17

DDL = 15

r = +0.68

S_r = 0.18

t = 3.61

y = 0.53x - 66.06

Cronbach's alpha = 0.80

| Correlation coefficients | C1 | C2 | C3 | C4 | C5 | C6 | C7 | C8 | C9 | C10 | C11 | C12 | C13 | C14 | C15 | C16 | C17 | C18 | C19 | C20 | C21 | C22 | C23 | C24 | C25 | C26 | C27 | C28 |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------|--------|-------|--------|-------|-----|
| C1 : ETF employed employees | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| C2 : ETF employed employees women | 0.208 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| C3 : ETF employed employees 20-29 | 0.056 | -0.174 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| C4 : ETF employed employees 50-59 | -0.139 | 0.19 | -0.542 | | | | | | | | | | | | | | | | | | | | | | | | | |
| C5 : ETF. level Low | -0.199 | -0.255 | 0.306 | -0.359 | | | | | | | | | | | | | | | | | | | | | | | | |
| C6 : ETF. level High | -0.065 | 0.078 | -0.089 | -0.193 | -0.001 | | | | | | | | | | | | | | | | | | | | | | | |
| C7 : ETF Managers Employees | 0.453 | 0.489 | 0.08 | 0.266 | -0.142 | 0.111 | | | | | | | | | | | | | | | | | | | | | | |
| C8 : ETF Managers Employees women | 0.272 | 0.407 | 0.265 | -0.077 | -0.209 | 0.033 | 0.346 | | | | | | | | | | | | | | | | | | | | | |
| C9 : ETF Managers Employees 20-29 | 0.266 | -0.063 | 0.164 | -0.059 | -0.368 | -0.233 | 0.172 | 0.08 | | | | | | | | | | | | | | | | | | | | |
| C10 : ETF Managers Employees 50-59 | -0.296 | -0.22 | 0.011 | 0.305 | -0.238 | -0.253 | -0.051 | 0.004 | -0.212 | | | | | | | | | | | | | | | | | | | |
| C11 : ETF Managers Employees level Low | -0.116 | 0.244 | 0.171 | -0.069 | 0.723 | 0.045 | 0.216 | 0.214 | -0.289 | -0.136 | | | | | | | | | | | | | | | | | | |
| C12 : ETF Managers Employees level High | 0.021 | -0.211 | -0.118 | -0.107 | -0.324 | 0.485 | -0.201 | 0.332 | 0.001 | -0.166 | -0.344 | | | | | | | | | | | | | | | | | |
| C13 : ETF Professionals Employees | 0.371 | 0.305 | 0.055 | -0.405 | 0.142 | 0.471 | 0.354 | 0.406 | -0.019 | -0.594 | 0.131 | 0.383 | | | | | | | | | | | | | | | | |
| C14 : ETF Professionals Employees women | -0.473 | -0.32 | -0.14 | 0.091 | -0.269 | 0.388 | -0.421 | -0.152 | -0.086 | 0.206 | -0.378 | 0.414 | -0.37 | | | | | | | | | | | | | | | |
| C15 : ETF Professionals Employees 20-29 | 0.271 | -0.3 | 0.244 | -0.469 | -0.158 | 0.213 | -0.053 | -0.05 | 0.647 | -0.358 | -0.402 | 0.283 | 0.181 | 0.249 | | | | | | | | | | | | | | |
| C16 : ETF Professionals Employees 50-59 | -0.305 | -0.086 | -0.021 | 0.414 | 0.219 | -0.354 | -0.018 | 0.081 | -0.14 | -0.06 | 0.182 | -0.129 | -0.094 | -0.167 | -0.517 | | | | | | | | | | | | | |
| C17 : ETF Professionals Employees level Low | 0.133 | 0.57 | -0.229 | 0.314 | 0.094 | 0.046 | 0.425 | -0.08 | -0.313 | 0.032 | 0.45 | -0.438 | 0.055 | -0.374 | -0.545 | -0.145 | | | | | | | | | | | | |
| C18 : ETF Professionals Employees level High | -0.02 | -0.363 | 0.113 | -0.456 | 0.078 | 0.31 | -0.223 | 0.11 | 0.118 | -0.459 | -0.33 | 0.6 | 0.56 | 0.217 | 0.469 | 0.128 | -0.685 | | | | | | | | | | | |
| C19 : ETF Others Employees | 0.975 | 0.136 | 0.055 | -0.211 | -0.191 | -0.074 | 0.263 | 0.24 | 0.249 | -0.295 | -0.145 | 0.066 | 0.317 | -0.422 | 0.269 | -0.318 | 0.073 | -0.001 | | | | | | | | | | |
| C20 : ETF Others Employees women | 0.109 | 0.848 | -0.152 | 0.183 | -0.003 | -0.182 | 0.364 | 0.128 | -0.125 | -0.294 | 0.333 | -0.449 | 0.231 | -0.587 | -0.502 | 0.207 | 0.623 | -0.366 | 0.055 | | | | | | | | | |
| C21 : ETF Others Employees 20-29 | -0.041 | -0.065 | 0.929 | -0.414 | 0.417 | -0.165 | 0.085 | 0.249 | -0.056 | 0.011 | 0.326 | -0.217 | 0.051 | -0.272 | -0.099 | 0.231 | -0.055 | 0.022 | -0.041 | 0.08 | | | | | | | | |
| C22 : ETF Others Employees 50-59 | -0.056 | 0.434 | -0.577 | 0.957 | -0.36 | -0.146 | 0.361 | -0.06 | -0.06 | 0.155 | 0.004 | -0.187 | -0.282 | -0.031 | -0.476 | 0.319 | 0.477 | -0.527 | -0.141 | 0.414 | -0.433 | | | | | | | |
| C23 : ETF Others Employees level Low | -0.184 | -0.254 | 0.31 | -0.356 | 0.999 | 0.002 | -0.128 | -0.2 | -0.355 | -0.254 | 0.721 | -0.316 | 0.155 | -0.272 | -0.145 | 0.225 | 0.085 | 0.089 | -0.178 | -0.006 | 0.418 | -0.356 | | | | | | |
| C24 : ETF Others Employees level High | -0.196 | 0.107 | -0.11 | -0.18 | 0.105 | 0.94 | 0.031 | -0.138 | -0.341 | -0.22 | 0.156 | 0.263 | 0.336 | 0.327 | 0.03 | -0.28 | 0.196 | 0.159 | -0.185 | -0.028 | -0.109 | -0.114 | 0.1 | | | | | |
| C25 : ETF Supvisor ALL | -0.022 | 0.16 | 0.461 | -0.259 | 0.357 | -0.249 | 0.347 | 0.055 | -0.003 | -0.044 | 0.329 | -0.426 | 0.08 | -0.286 | -0.129 | 0.158 | 0.184 | -0.132 | -0.108 | 0.255 | 0.539 | -0.201 | 0.363 | -0.215 | | | | |
| C26 : ETF Supvisor Managers | -0.437 | -0.364 | 0.044 | 0.079 | 0.007 | 0.325 | -0.051 | -0.177 | -0.052 | 0.443 | 0.027 | 0.107 | -0.406 | 0.682 | 0.01 | -0.1 | -0.144 | -0.042 | -0.44 | -0.528 | -0.023 | -0.063 | 0.004 | 0.33 | 0.11 | | | |
| C27 : ETF Supvisor Professionals | -0.392 | -0.428 | 0.618 | -0.35 | 0.714 | -0.172 | -0.138 | 0.016 | -0.287 | 0.166 | 0.491 | -0.137 | -0.066 | -0.084 | -0.192 | 0.291 | -0.097 | 0.072 | -0.395 | -0.23 | 0.707 | -0.458 | 0.709 | -0.117 | 0.572 | 0.245 | | |
| C28 : ETF Supvisor Others 3 to 9 | -0.039 | 0.101 | 0.434 | -0.323 | 0.392 | -0.379 | 0.175 | -0.071 | -0.119 | -0.041 | 0.258 | -0.508 | -0.003 | -0.311 | -0.199 | 0.187 | 0.176 | -0.118 | -0.093 | 0.302 | 0.551 | -0.268 | 0.391 | -0.281 | 0.944 | -0.001 | 0.583 | |

Part 2

Qualitative approach

Introduction

The second part of this research is a qualitative study. It results from a set of interviews by questionnaires carried out on managers and professionals, members of ETF.

The main objectives were to analyse the working conditions of managers and professionals, their position and their role, and to identify the best practice of management and their mechanisms. The themes of the study concerns the working conditions, the questions of responsibilities, the questions of autonomy, the difficulties and the problems encountered, the questions of discrimination, the relations with employers, the representations and the opinions about trade-union, the successes, obstacles and needs related to the social dialog.

Methodology

Data analysed came from 50 questionnaires that were answered online⁶. This questionnaire was composed of 246 questions (each one in French and in English). It was organised in 14 themes: professional responsibilities, professional targets, autonomy at work, professional relations, utilization of new technologies of information and communication, control at work, disciplinary actions, discriminations at work, injuries and accidents, social dialogue, mediation, opinions and relations with trade unions, the European management according to the responsibility (MER), needs related to trade union organizations and activities.

The questionnaire included closed questions. It also included a lot of open questions in order for M&P to state their answers with keyword(s) or groups of keyword(s).

⁶ We only kept the questionnaires that were completely filled in (i.e. 50 out of 55 questionnaires).

50 managers and professionals have participated in the study and have correctly filled in the questionnaire. They come from Denmark (9M&P), Austria (8 M&P), Sweden (6M&P), Bulgaria (6M&P), France (6M&P), Switzerland (5M&P), Germany (2M&P), Portugal (2M&P), United Kingdom (2M&P), Belgium (1M&P), Luxembourg (1M&P), Croatia (1M&P) and Latvia (1M&P).

More precisely, the group of persons that have answered is composed of:

Sex

| | |
|-------|----|
| Man | 36 |
| Women | 14 |

Age

| | |
|-------------------|----|
| 20-19 years | 1 |
| 30-39 years | 10 |
| 40-49 years | 13 |
| 49-60 years | 22 |
| 60 years and more | 4 |

ISCO Group

| | |
|---|----|
| MANAGERS Directors and chief executives | 5 |
| MANAGERS Production and operations managers | 13 |
| Other department managers | 14 |
| PROFESSIONALS | 18 |

60% of women and 40% of men are “managers directors and chief executives”

15.4% of women and 84.6% of men are “managers production and operations managers”

28.6% of women and 71.4% of men are “other department managers”

27.8% of women and 72% of men are “professionals”

Duration in the company

| | |
|-------------------|----|
| Less of 1 year | 1 |
| 1-4 years | 3 |
| 5-9 years | 6 |
| 10-14 years | 6 |
| 15 years and more | 34 |

Duration as manager or professional

| | |
|-------------------|----|
| Less of 1 year | 1 |
| 1-4 years | 10 |
| 5-9 years | 12 |
| 10-14 years | 8 |
| 15 years and more | 19 |

ISCED Group

| | |
|--|----|
| PRE-PRIMARY EDUCATION | 0 |
| PRIMARY EDUCATION OR FIRST STAGE OF BASIC EDUCATION | 3 |
| LOWER SECONDARY EDUCATION OR SECOND STAGE OF BASIC EDUCATION | 2 |
| SECONDARY EDUCATION | 4 |
| POST-SECONDARY NON TERTIARY EDUCATION | 14 |
| FIRST STAGE OF TERTIARY EDUCATION | 11 |
| SECOND STAGE OF TERTIARY EDUCATION | 16 |

NB:

60% of managers “directors and chief executives”, 38.5% of “managers production and operations”, 28.6% of “other department managers” and 22% of “professionals” are situated at the second stage of the level of education.

35.7% of women and 30.6% of men are situated at the second stage of the level of education.

ETF sectors

| | |
|--|----|
| Transport via railways | 27 |
| Other land transport | 6 |
| Scheduled air transport | 6 |
| Sea and coastal water transport | 4 |
| Other supporting transport activities | 3 |
| Cargo handling and storage | 1 |
| Non-scheduled air transport | 1 |
| Activities of other transport agencies | 1 |
| Inland water transport | 1 |
| | |
| Space transport | 0 |
| Activities of travel agencies and tour operators, tourist assistance activities | 0 |
| Fishing, operation of fish hatcheries and fish farms, service activities incidental to fishing | 0 |

Type of company

| | |
|---------------------|----|
| Public company | 24 |
| Semi-public company | 10 |
| Private company | 16 |

Size of company

| | |
|----------------------|----|
| Less than 50 persons | 2 |
| 50-99 persons | 1 |
| 100-499 persons | 6 |
| 500 and more | 41 |

1. Professional responsibilities

The professional responsibilities concern finance, management and technical activities.

Concerning the professional responsibilities, several answers were proposed in the questionnaire. 11 M&P declared to have financial responsibilities. 30 M&P declared to have managerial responsibilities. 22 M&P declared to have technical activities.

1.1 The financial responsibility

In our study and for our sample group, the first remark concerns the distinction between types of company. Thus, the rate of M&P who have financial responsibility is less important in public companies than in semi public companies and private companies. Only 3 of the 24 M&P (i.e. 12.5%) belonging to public companies have financial responsibilities whereas 3 of the 10 M&P (i.e. 30%) from semi public companies and 5 of the 16 M&P (31%) from private companies have financial responsibilities.

The second remark is related to the ISCO categories. The financial responsibility concerns only the managers but not all of them. Indeed, only 3 of the 5 “managers, directors and chief executives”, 4 of the 13 “manager production and operations” and 4 of the 14 “managers of other department” assume this responsibility.

4 of the 14 women and 7 of the 36 men have financial responsibilities.

To illustrate the financial responsibilities, managers have given the following examples:

| |
|---|
| Adivisor |
| budgetplanning, follow ing up on daily turnover, |
| controlling, cost accounting strategy |
| Freights negotiating, freight payment control, review ing financial results of the department's activities, analysing profit and / or expenses, etc |
| full budger responsibility |
| gestion |
| keeping the 100 mill. |
| only budget for the department |
| Responsible for the budget of my tw o groups and the cost we have tow ards our suppliers. |

We notice in these illustrations that the financial responsibility can concern a large part of a company or only the budget of a department or a part of it. More precisely, it involves the financial planning, the negotiation, the accounting strategies, the control, the payment and finally, the analysis of profit.

1.2 The managerial responsibility

Managerial responsibility concerns all the 5 “managers, directors and chief executives”, 11 of the 13 “managers production and operations”, 12 of the 14 “managers of other department” but only 2 of the 18 “professionals”.

8 of the 14 women and 22 of the 36 men have managerial responsibilities.

As shown in the following table, the illustrations of the managerial responsibilities given by managers and professionals are large.

| |
|---|
| Collective bargaining employment law and agreements |
| Crew management |
| Desicions regarding employees. Create/update routines. |
| encadrer équipes techniques |
| Financial Projects and Internal Auditing |
| general manager head responsible |
| Gestion et mise en oeuvre des divers aspects de la législation en matière de PPT - Prévention et Protection au Travail Conseiller PPT Implémentaion OHSAS 18001 dans les ateliers |
| Lean Support |
| legal affair |
| legal department: all legal affairs of the company |
| Management d'une vingtaine de personnes |
| marketing, corporate communication, team leading |
| Marketing, wellbeing of starff, meeting |
| operational head of ramp handling staff |
| Planning, responsible of stuff, organisation, co-operation w ith hauliers, sale, |
| Prioritizing the differnt assignment and project that comes from our orderers. All kind of personel activities as human resource development and coaching of the groups. |
| Production of work documents, Personnel and technical guidance, Examination and quality assurance |
| Quality and safety |
| relationnel |
| responsability for 90 people - sales - budget and account, hiring firing, education, development of staff |
| Résponsable du système automatique du comptage des voyageurs en trafic régional |
| Responsable pour le système automatique du comptage des voyageurs en trafic regional |
| Responsible, strict, staunch |
| Salesw & marketing manager International traffic, DSB |
| Surveillance department |
| Trainplanning |
| Transport Logistic Procurement |
| Transport and freight negotiating, making and signing contracts for carriage, freight forwarding, marketing, transport planning and coordinating transport activities, analysing and reporting results to managers and chief executives, representing the department in and out of the company, customers' satisfaction surveys, etc. |

Managerial responsibilities range from general management and high responsibilities to the guidance, the control, the coaching of technical teams. It can concern some parts of productive activities (production including the update of procedures, quality, marketing, communication etc.) but also the technical systems in the organizations.

Sometimes, examples given by managers and professionals are rather technical activities. This situation shows the difficulties to make the difference between management and technical activities.

1.3 The technical responsibility

None of the “managers, directors and chief executives” are concerned by the technical responsibility. It pertains to 2 of the 13 “manager production and operations”, 4 of the 14 “managers of other department” and 16 of the 18 “professionals”.

5 of 14 women and 17 of 36 men have technical responsibilities.

These results confirm that some managers participate to the technical activities. It also confirms that the technical responsibilities essentially concern professionals.

The illustrations of the managerial responsibilities given by managers and professionals of our sample group are the following:

| |
|---|
| anticipation |
| building managagement project managament machinery management equipment managament |
| Chef de projet partiel ou complet suivant les projets |
| communication |
| coordonateur formation professionnelle |
| creating timetables and allocationlists for rolling stock |
| Définition des procédures à mettre en oeuvre pour la surveillance de prestataires |
| electricitee |
| environmental protection |
| gestion de projets d'investissement |
| Graphic specialist w ith detailed know legde about the company |
| Health and Safety. Ensuring compliance w ith legislation, auditing, training employees, advising management |
| logistic catering |
| maritime Technical |
| Master of cargo ships, administrative, commercial and leading responsibilities. |
| Organization technical support – technical w ork process |
| Projet Support Maintenance |
| Responsible for High voltage components and electrical rotating machines and transformers on all type of railw ay vehicles, technician parts, logistic parts, maintenance |

As we can see above with the illustrations, technical responsibilities mostly concern technical systems. That includes projects and process of work. Sometimes, the technical responsibilities involve the coordination of subordinates’ work. In these situations, technical responsibilities can be mixed with managerial responsibilities.

1.4 The penal responsibility

Answering the question of penal responsibility, 21 M&P (42%) consider that they have penal responsibilities in their job. 4 of the 5 “managers, directors and chief executives”, 5 of the 13 “managers production and operations”, 4 of the 14 “managers of other department” and 8 of the 18 “professionals” consider that they have penal responsibilities in their job.

According to these results, professionals seem more concerned than some managers. It means that penal responsibility can involve the top management (directors and chief executives) but also the professionals in the heart of their activities.

The illustrations of penal responsibilities given by managers and professionals of our sample group are the following:

| |
|---|
| economic, safety in railway sector |
| Erreur de manipulation Règles de sécurité |
| Failure to comply with legislation, if person seriously injured or killed. As health and Safety Officer could be liable. |
| In connection with investigation after accidents I am responsible for allowing material and personnel to continue their duty. |
| In my professional activity, can result problems for the environment, as sea pollution and casualties between ships. |
| Les lignes à haute tension, sécurité des agents chute, circulations des trains. |
| Lors d'accidents aériens, la surveillance a-t-elle été efficace? |
| Manquement(s) dans les démarches de mise en application et de suivi des aspects PPT |
| Pollution, human life |
| respect de lois respect de décision de l'autorité |
| Something wrong in train plan |
| The law, protection of employees |
| trains not on time, lost connections, strike |
| Warning notice, Dismissal Reprimand and dismissal Legal action Final warning |

The penal responsibilities concern the human lives and the society in general, the safety for the customers and the injuries at work. The respect of government laws and rules of company's organization seems to be able to reduce the risks linked to the penal responsibility.

At last, a manager interviewed reports a very important fact: “My managerial and financial responsibilities are stipulated in my labor agreement, my function record being an integral and irrevocable part of it”. This situation can illustrate a tendency to a juridical transfer of the penal responsibilities on the M&P and thus a possibility for the company to disclaim their responsibilities.

2. Professionals targets

2.1 Quantitative targets

The quantitative targets concern 54% of the M&P interviewed: 4 of the 5 “managers, directors and chief executives”, 6 of the 13 “managers production and operations”, 10 of the 14 “managers of other department” and 7 of the 18 “professionals”.

The illustrations collected by the study are:

| |
|--|
| Accident statistics, audits completed |
| Amount of cargo |
| Balanced Score Card. Measuring how many processes are optimized in a year |
| Cargo / vessel turnover profit expenses |
| Diminution des KPI's cc le nombre d'accidents du travail - taux de Fréquence - et de leurs conséquences - taux de gravité -. |
| EBIT |
| educational, sales figures |
| Effeciency, financial, productivity targets |
| financial targets of the group, personal targets of the company |
| gestion de la sécurité respect des coûts |
| internal audits programme |
| keeping sales - passengers and income |
| new customer, |
| Nombre de jours au contact des entreprises surveillées |
| Personnel guidance |
| planifier mesurer corriger |
| Procurement Logistic solutions |
| programme d'audits sur 2 ans à réaliser |
| quantitative objectives depend on the quantitative objectives of the executive management: finance objectives and objectives regarding human resources |
| reach bugdet |
| Respect des délais |
| résultat en volume |
| Time for port callings, accomplish the timetables schedule and observe the time allow ed by port operators for cargo movements |
| Total sales, profit, quality |

The quantitative targets aim to control the volume, the cost and the time allowed reaching the production targets. It also involves the expenses, the education, the personnel guidance, the injuries and accidents, the sales, and finally the financial profits. The measuring tools can include statistics and audits concerning activities of production.

2.2 Qualitative targets

The qualitative targets concern 76% of the M&P interviewed: 4 of the 5 “managers, directors and chief executives”, 11 of the 13 “managers production and operations”, 11 of the 14 “managers of other department”; and 12 of the 18 “professionals”. Compared with the situation related to

quantitative targets, the M&P of our study are mostly concerned by qualitative targets. This situation signals the qualitative requirement of organization concerning the activities of M&P.

| |
|---|
| améliorer la qualité de l'entreprise |
| balanced scorecard |
| communication - taux de notariété de l'entreprise, taux de satisfaction subjective des clients, |
| Correct storage of goods |
| Correctness of finances, Adherence to the guidelines and the law s |
| create legal certainty |
| deadlines responsibility exactness |
| Fiabilité Durée Qualité |
| Follow the rules Develop the quality No compromise |
| garantir la précision du système avec l'aide de 8 collaborateurs qui font des comptages de contrôle |
| garantir la qualité et la précision du système |
| general awareness amongs employees of Health & safety, passengers feeling safe whilst travelling. |
| High Quality and train on time |
| My investigations after accidents requires reliable results |
| punctuality - trains running on time, robustness |
| Qualitative maintenance |
| qualitative objectives depend on the needs of the executive management and legal cases |
| qualité des services aux clients |
| quality targets, objectives |
| quality targets |
| rassembler motiver équipe |
| Rate of customers' satisfaction Delivery time, low cost transportation, safety and environment protection Rate of overall communication and information |
| respect de standards |
| respect des demandes vérifier contrôler corriger |
| Safety assurance |
| service |
| service level agreements inside the company |
| Sourcing Financial Knowledge |
| surveillance |
| Targets for quality to accomplish with the IMO Conventions, ISM, ISPS ... |
| The employers satisfaction |
| To reach a certain % for the above mentioned targets. |
| transport schedule, registration, track and trace KPI |
| treating personnel in accordance with the company's personnel policy and values |
| Work output must ensure compliance with statutory external audit |

The qualitative targets can involve quality of the maintenance, qualitative respect of standard of production, quality of management, quality of investigations after accidents, accordance between reality, policy and values of the company, qualitative respect of customers' needs, quality of services, quality of communication etc. For executive managers, it also concerns the satisfaction of shareholders.

At the end of qualitative and quantitative process, quantitative targets are mixed with qualitative targets when a manager declares: “rate (quantitative data) of customers’ satisfaction (qualitative data)”.

2.3 The negotiation of targets

The problem of negotiation has been analysed from the answers of the 2 following questions:

1. “Do you have enough possibilities to discuss or negotiate the targets fixed in your job and the way to realise them?”
2. “Can you complete your answer with keyword(s) or groups of keyword(s)?

30 M&P (61.2%) have answered “yes” to the first question and 19 M&P (38.8%) have answered “no”

Results can be analysed regarding ISCO categories: 1 of the 5 “managers, directors and chief executives”, 8 of the 13 “managers production and operations”, 10 of the 14 “managers of other department” and 11 of the 18 “professionals” declare to have enough possibilities to discuss and negotiate the quantitative and qualitative targets. In our study and for our sample group, executive managers seem to have more difficulties to negotiate than other categories.

To illustrate their answer about negotiation of targets, M&P have used the following keywords and groups of keywords:

| |
|--|
| aim of the department is to support the producing departments and the executive management and to gurentee legal security of the company |
| autonomie délégation confiance |
| do not have the compentece to diside whether I buy internal or buy outside the company - e.g it-softw are and support hr-management, payrole systems etc. |
| expérience personnelle peu de supérieurs capables d'apprécier les décisions techniques prises au niveau du projet |
| In my opinion responsibility make professionals more careful about w hat they do and how |
| It is very difficult for senior officer to discuss the w ork, mainly in port, due the numerous tasks, in a short time, that the seafarers must perform in port. At the same time, w e are confronted w ith commercial operations, thechnical problems and, at times, more than one survey to the ship. As a result the fatigue, don't permit to schedule and perform better our tasks. |
| know ledge experience |
| La fonction de conseiller PPT nécessite une indépendance d'avis sur les matières relevant de Prévention et de Protection au travail et ce pour tous les niveaux de la lgne hiérarchique.. |
| Labour agreement Function record Initiative participation |
| manque de disponibilité moyens matériel insuffisants problèmes de confidentialité |
| meetings Intelligent colleagues |
| meetings to discuss with relevant persons during the creation of timetable and planning of rolling stock |
| moyens budgétaires suffisants autonomie de travail |
| norme changeante, lourdeur, loi contradictoire |
| Ponctualité Satisfaction du client |
| Proposals Advice Dialog |
| Satisfactory solving of problems concerning employment, salary etc. |
| Seeking value for money operations Efficient, effective and economic and best quality |
| sometimes little interest in real problems of the company and in issues of the employees, little team spirit |
| the company gives enough tolerances to focus the correct demand on fault, all management projects w hich are created by the head are much more unsufficient |
| Total |

In the illustrations given by M&P, we first notice than the possibilities to negotiate the targets and the way to realize it result from an open and direct dialogue in the company. Secondly, the possibilities to negotiate depend on their level of technical knowledge and on their level of competence in the negotiation with the hierarchy. The lower are the hierarchy's levels of technical knowledge and competence, the higher is the M&P' level of negotiation, especially the professionals' one. In the meantime, the possibilities to negotiate and obtain a social consensus are only possible because there is enough coherence, trust, autonomy, tolerance and intelligence in the social relations.

3. Autonomy at work

3.1 "To be" or "not to be" autonomous

None of the M&P consider that they are completely autonomous. M&P are never off control. 19 of the 50 M&P (38%) consider that they are very autonomous. 23 M&P (46%) consider that they are rather autonomous. 7 M&P (14%) consider that they are not really autonomous and 1 of the 50 M&P consider that he or she is not autonomous at all.

In our sample group, the results are different regarding the sex and the M&P categories. Thus, all together, women consider that they are a little less autonomous than men. In majority, managers, directors and chief executives consider that they are very or rather autonomous. 23% of the managers “production and operations” and 16.7% of the professionals consider that they are not really autonomous. In our sample group, the more the M&P belong to the production spaces (management of productions and operations, professional activities), the more their autonomy decreases.

To precise their answers regarding autonomy at work, M&P have used the following keywords and groups of keywords:

| |
|---|
| 2 bilans annuels principaux plus d'autres tâches superficielles |
| A partir de directives annuelles |
| At the sea, when the master takes a technical decision to face the weather and sea conditions, he is completely autonomous. In port, the owner, port operators and ship agents give instructions to the master. |
| autonomie nominelle jusqu'à un seuil budgétaire défini et autonomie néanmoins réelle (à approuver par le CEO) pour les montants au-delà. autonomie sur le contenu et la forme des prises de position (en tant que porte parole de l'entreprise) |
| autonomous in the methods how to achieve the objectives |
| autonomous solving of problems |
| autonomous: develop solutions, show results, managing not really autonomous: rigid internal guidelines |
| Compte rendu irrégulier |
| deadlines quality responsibility |
| Decides when and where and when to work |
| en cadre des buts de l'année: pour réaliser les tâches journalières je suis très autonome, aussi bien en réfléchissant des nouvelles stratégies |
| Given an overall target to reach but left to decide how to achieve the targets. |
| I arrange the whole thing and inform my director of my work |
| I'm in third report level |
| In my opinion responsibility makes professionals more careful about what they do and how |
| interference from chief |
| leeway in conducting daily operations |
| Many software solutions require manual input and handling. Automatic solutions is not easy because many various train types and output types/media. |
| Mon indépendance d'avis est une nécessité dans ma fonction. |
| Operative self-dependence Personal responsibility endways endwise. Self-control |
| organisation du temps gestion des projets par objectifs |
| organisation du travail, |
| some tasks are autonomous, and others are not, it varies |
| structure |
| the company is run very strictly - management control systems are highly prioritised |
| various tasks many different kind of tasks |
| We are a big company and there are many people who wants to take decisions. |
| within given budget |
| Work to an agreed annual programme of work drawn up by self and approved by the Board |

In this table, we first notice that autonomy depends on the type of management in the company. Secondly, we notice that autonomy is linked to the position and the role in the organization. It is a way to solve problems, to achieve and to accomplish the targets. Autonomy concerns the

organization of daily activities and the working time duration. In the meantime, autonomy is conditioned by technical systems and it can be thwarted by discordance between budgets allocated and objectives specified.

3.2 “To be” or “not to be” satisfied by the situation

36 of the 50 M&P declare that their situation of autonomy suits their desire. 8 M&P declare that their situation leaves them indifferent and 6 M&P declare that their situation does not suit their wish.

2 of the 5 “managers, directors and chief executives”, 9 of the 13 “managers production and operations”, 12 of the 14 “managers of other department” and 13 of the 18 “professionals” declare to be satisfied by their situation.

| | Suits you | Indifferent | Does not suit you |
|-----------------------|-----------|-------------|-------------------|
| Completely autonomous | 0 | 0 | 0 |
| Very autonomous | 18 | 1 | 0 |
| Rather autonomous | 13 | 6 | 4 |
| Not really autonomous | 4 | 1 | 2 |
| Not autonomous at all | 1 | 0 | 0 |

As shown on the table above, even if there is some M&P that are satisfied to be not really autonomous (2 managers and 2 professionals), we see that the more the M&P are very autonomous or rather autonomous, the more they are satisfied.

To complete their answers, M&P have given the following illustrations:

| |
|--|
| Allows you freedom to develop ideas with other managers |
| application de directives |
| As we work together with other countries it suits the work. |
| C'est plutôt reposant.... |
| Elle est légalement "protégée" dans ce sens. |
| I have a better change the reach the budget targets if I had more freedom to arrange the work |
| I like challenges, but its ok to relax a little sometimes with autonomous tasks |
| I would like a little more engagement from my director |
| Individual daily working arrangements are flexible |
| liberté de manoeuvre = implication dans son succès |
| Libre de mes mouvements Horaire libre |
| Nice to but personal touch to the result. Make nice output because computer systems doesn't force you to do less acceptable results. |
| prefer more autonomous |
| Responsibility Quality work Completely autonomous |
| Satisfaction de ma situation en raison d'une bonne relation avec le CEO et d'une autonomie de travail suffisante |
| The group changes the internal guidelines often. |
| The master must interfere, because the safety can be in cause with too much work at same time, so he does not suit. |
| travail en groupe souvent meilleur |
| very satisfactory to solve problems conc. human resources |

In line with targets and directives, autonomy permits to develop ideas, to solve, to adjust and to arrange the work. Generally, it also encourages collective activities. In the meantime, some M&P prefer to follow directives. Thus, they feel themselves protected.

4. Professional relations

4.1 Opinions about company in general

15 of the 50 M&P have a “positive opinion” of their company. 28 have a “rather positive opinion”. 6 of the 50 M&P have a “rather negative opinion” and none a “negative opinion”.

We notice that “rather negative opinions” are mostly present in the categories of “managers production and operations” (2 situations) and “professionals” (3 situations).

There are no significant differences between public companies and private companies.

Illustrations of opinions about the company are the following:

| |
|--|
| -mission correcte du point de vue social et de durabilité -climat positif -rémunération suffisante |
| A large company like this, the organisation is large and many people are involved in even small projects. |
| Big market good quality development |
| C'est la fin d'une époque, découpage en filiales à tous les étages et réductions des "charges de structure" |
| développement dynamisme emploi |
| Good company but too many incompetent managers |
| humaine |
| I like working here. I have worked for 27 years now , change internal every 4-5 years. |
| I rate the company I am based at but not the group that owns us. |
| improvement dialog Set hierarchy |
| It is a company that slowly, but indeed, goes from an old 'state owned' culture to the competition culture due to the change in the railway sector according to EU deregulation. But still, when liberalisation is put to the sector, the possibilities to act as private companies does not follow. It is not the fault of the company, but the situation of deregulation at all in EU. The company is having |
| Je n'apprécie pas les restructurations |
| la sécurité est la première priorité dans les objectifs qu'elle s'est assignés. |
| Market position Governmental |
| need for improvement of the top management, engaged employees in the front, need for leadership skills |
| New Chief Executive appointed and seeks service development |
| perspective Internationally known unique |
| political strong affectet board care more for their own need less for company need |
| Positive interpersonal relations in the department, positive relations head-personnel |
| Public company |
| Rather positive but because I am a woman it is not likely that that I will get promotion |
| reliable, large |
| Sticks to the privatisation contract Observes the collective agreement Makes new investments |
| Strict capitalists No interest on human factor |
| The owner and shore staff, they usually respect our work, and also they understand the hard conditions of our profession. |
| très grande identification à mon entreprise |
| trop axée sur la finance, délai trop court, somme de travail |
| Very important for all people |

Illustrations show that social atmosphere, remuneration, participation, dialogue, information, communication, listening and understanding, gratitude, respect, mutual trust, loyalty, quality of regulation and employment are factors of positive opinions. These factors can lead to the development of identification process between M&P and their companies . On the opposite, strict capitalists, reorganization of the company, increase of working load, non personal contacts, relations becoming dehumanized and multiplication of hierarchic lines are factors of negative opinions which can create a distance between M&P and their companies.

4.2 Opinions about the head of their company

Concerning opinions about the head of their company, 8 of the 50 M&P have a very good one. 22 M&P have a good opinion and 11 M&P have a rather good opinion. 8 M&P have an unsatisfying relation or have a bad opinion about the head of their company. Opinions about top management are less satisfactory than opinions about companies.

Illustrations of these results are the following ones:

| |
|---|
| - travail reconnu |
| A man without empathy |
| Dead for middle management |
| dialogue écoute participation |
| écoute |
| Elle se fait à tous les niveaux de la Ligne hiérarchique. en ce compris le top niveau de la Direction. |
| Good relationships, understanding with my chief |
| He is not really attentiv to his employes, but only to results |
| I develop solutions and I am honest, but diplomatic. |
| il existe trop de niveaux hiérarchiques qui nuisent à une bonne compréhension entre la direction et moi-même |
| informations good |
| Inter-relates with all staff. Very approachable |
| Manque de vision à moyen et long terme |
| missing information |
| Mondialisation, filialisation, augmentation des temps de travail, suppression des avantages acquis depuis 70 ans..... |
| Mutual respect Loyalty, mutual trust Commitment, understanding, |
| No personal contact |
| open and good communication, reliability |
| operational constructive effective |
| political Often changes |
| Tends to focus on the Commercial side of the business. Not so good at the Operational and technical side. |
| They accept our sensible concerns, suggestions and try to overtake problems put by the crew s. |
| understanding Taking appropriate measures Weekly briefings |
| When i suggest some development, changes they usually will be done. |

The keywords “empathy”, “attentive to”, “participation” and “gratitude” illustrate the satisfaction of the M&P. On the contrary, “no personal contacts”, “missing information” and “dead of middle management” illustrate unsatisfying opinions.

4.3 Relationship with their own hierarchy

In our sample group, the relationship between M&P and their own hierarchy are satisfying ones. 18 of the M&P declare that their relationships are very good, 26 of the 50 M&P that they are good and 3 that they are rather good. Only 2 M&P declare that they have unsatisfying or bad relationships with their own hierarchy. All of the ISCO categories are concerned by this result.

M&P have illustrated their answers by the following keywords or groups of keywords:

| |
|--|
| Chef direct: ok |
| confiance, autonomie |
| Constant dialog Set programme Team w ork |
| dialogue écoute participation |
| Excellent w orking relationship and shared social events |
| Good relationships, understanding w ith my chief,they respect my opinion |
| I develop solutions and I am honest, but diplomatic. |
| Intelligent colleague |
| little team personal contact |
| Mutual respect Loyalty, mutual trust Commitment, understanding, |
| My ow n manager is competent (human and technical) |
| open and good communication, no rivalry |
| operational constructive effective |
| professionals Smart people |
| very good teamw ork |
| w e can discous things |

Relationships are good because of direct, open, personal and constant dialogue and communication. Based on social competences, they are stimulated by autonomy, mutual respect, mutual trust, understanding and diplomacy. Therefore, they can enable to obtain a good cooperation and an efficient teamwork.

4.4 Relationship with their subordinates

In our sample group, 28 M&P have to manage subordinates.

“To have subordinates” is not strictly synonymous with “to have managerial responsibilities”. Thus, 28 M&P declare that they have subordinates whereas 30 M&P declare that they have managerial

responsibilities. As we have seen above, managerial responsibilities can concern quality, safety, planning etc. and M&P can assume these responsibilities without having to supervise subordinates.

More precisely, 4 of the 5 “managers, directors and chief executives”, 8 of the 13 “managers production and operations”, 11 of the 14 “managers of other department” and 5 of the 18 “professionals” have to manage subordinates. 19 of the 35 men and 9 of the 14 women have to manage subordinates.

When we ask these M&P to tell us more about the quality of relationship with their subordinates, 13 of the 28 M&P declare that they have a very good relation; 13, that they have a good relation and 2, that they have a rather good relation. No answer showed an unsatisfying relation or a bad relation with subordinates.

To illustrate these relations, M&P have given the following keywords or groups of keywords:

| |
|---|
| - travail d'équipe - contribution de chacun respectée |
| At times it does figure easy, when the master has to manage multinational crews. |
| can discuss the way we see the strategy and the way we are 'treated' in the company strategy - there are room for different opinions - and still we can agree to do what we have to do. |
| dévouement formation animation |
| Directly i have only two, total i have 25 in Gothenburg Sweden and 10 in Immingham England. |
| good communication fine discussions |
| Good relationships, understanding with my subordinates |
| Good teamwork Set responsibilities respect |
| Ils ont pour obligation d'avoir leur certificat de réussite de la formation de conseiller PPT niveau I - Ce certificat est délivré par une Université ou une Ecole Supérieure qui, pour leur part, ont dû obtenir la validation des programmes dispensés par le Ministère de tutelle : Service Public Fédéral de l'Emploi, Travail et Concertation Sociale. |
| Intelligent colleague friend My choice |
| les relations entre nous se présentent dans une manière ouverte et constructive |
| Open minded patient |
| respect and responsibility |
| Very good teamwork |

These illustrations refer to respect, to training and development, to communication and “fine discussions”. It includes understanding and responsibilities. These illustrations, given by M&P who manage subordinates, seem to be connected with the relationships that they have with their own hierarchy.

4.5 Managerial dynamics

19 of the 50 M&P declare that management in their company is rather authoritarian. 14 declare that the management is a “laissez faire” style. 16 declare that management in their company is rather a participative management.

None of the managers, directors and chief executives declares that management is rather participative in their company. For other ISCO categories, results are equally distributed, especially in professional groups.

According to answers collected, in public company, style of management is equally distributed between “authoritarian”, “laisser faire style” and “participative” (respectively 8, 7, and 8 answers). In semi public company, authoritarian style dominates (respectively 5, 3, and 2 answers). In private company, authoritarian style is equal to participative style (respectively 6, 4, and 6). But a larger sample group could have made results more significant.

As showed in the table below, these 3 types of management are differently appreciated in our sample group:

| | Authoritarian | Laisser faire | Participative |
|---------------|---------------|---------------|---------------|
| Suits | 5 | 9 | 14 |
| Indifference | 6 | 2 | 2 |
| Does not suit | 8 | 3 | 0 |

Participative management seems to be the best way for M&P to manage. On the contrary, authoritarian type is less appreciated. In the meantime, 10 of the 50 M&P declare to be indifferent to the type of management existing in their company. This last result is an interesting indication of the implication of some M&P interviewed in their company.

Managerial dynamics have also been analysed from the point of view of financial strategies, of organizational strategies and of technical strategies.

As a result, 25 M&P declare to be completely (3) or enough (22) associated to the financial strategy of their company.

24 M&P declare to be completely (2) or enough (22) associated to the organizational strategy.

25 M&P declare to be completely (6) or enough (19) associated to the technical strategy.

On the opposite, 19 M&P declare to be “not really” (11) or “not at all” (8) associated to the financial strategy.

19 M&P declare to be “not really” (14) or “not at all” (5) associated to the organizational strategy.

14 M&P declare to be “not really” (5) or “not at all” (9) associated to the technical strategy.

Regarding ISCO categories in our sample group, the rates are different:

| They are associated to financial strategy | Completely | Enough | Just enough | Not really | Not at all |
|--|-------------|--------------|--------------|--------------|--------------|
| Managers, directors and chief executives | 0.0% | 60.0% | 20.0% | 20.0% | 0.0% |
| Managers of production and operations | 7.7% | 46.2% | 0.0% | 30.8% | 15.4% |
| Managers of other department | 7.7% | 53.8% | 7.7% | 15.4% | 15.4% |
| PROFESSIONALS | 5.6% | 33.3% | 16.7% | 22.2% | 22.2% |

| They are associated to organizational strategy | Completely | Enough | Just enough | Not really | Not at all |
|---|-------------|--------------|--------------|--------------|--------------|
| Managers, directors and chief executives | 0.0% | 40.0% | 20.0% | 40.0% | 0.0% |
| Managers of production and operations | 7.7% | 46.2% | 15.4% | 23.1% | 7.7% |
| Managers of other department | 7.7% | 53.8% | 7.7% | 23.1% | 7.7% |
| PROFESSIONALS | 0.0% | 38.9% | 11.1% | 33.3% | 16.7% |

| They are associated to technical strategy | Completely | Enough | Just enough | Not really | Not at all |
|--|--------------|--------------|--------------|--------------|--------------|
| Managers, directors and chief executives | 20.0% | 20.0% | 40.0% | 0.0% | 20.0% |
| Managers of production and operations | 15.4% | 46.2% | 15.4% | 7.7% | 15.4% |
| Managers of other department | 7.7% | 46.2% | 15.4% | 23.1% | 7.7% |
| PROFESSIONALS | 11.1% | 33.3% | 22.2% | 5.6% | 27.8% |

If we only keep the answers “just enough”, “enough” and “completely”, we notice the following results:

| Financial strategy | Completely | Enough | Just enough | Average |
|-------------------------------|------------|--------|-------------|----------------|
| Directors and chief executive | 0 | 60 | 20 | 80 |
| Managers of production | 7,7 | 46,2 | 0 | 53,9 |
| Others department | 7,7 | 53,8 | 7,7 | 69,2 |
| Professionals | 5,6 | 33,3 | 16,7 | 55,6 |

| Organizational strategy | Completely | Enough | Just enough | Average |
|--------------------------------|------------|--------|-------------|----------------|
| Directors and chief executive | 0 | 40 | 20 | 60 |
| Managers of production | 7,7 | 46,2 | 15,4 | 69,3 |
| Others department | 7,7 | 53,8 | 7,7 | 69,2 |
| Professionals | 0 | 38,9 | 11,1 | 50 |

| Technical strategy | Completely | Enough | Just enough | Average |
|-------------------------------|------------|--------|-------------|----------------|
| Directors and chief executive | 20 | 20 | 40 | 80 |
| Managers of production | 15,4 | 46,2 | 15,4 | 77 |
| Others department | 7,7 | 46,2 | 15,4 | 69,3 |
| Professionals | 11,1 | 33,3 | 22,2 | 66,6 |

Concerning the financial strategy, a division of opinion appears between “directors, chief executive, other managers of department” on one hand (80%, 69.2%) and “managers of production and professionals” on the other hand (53.9%, 55.6%). The directors, executive and managers of department are more associated to the definition of financial strategy than other M&P.

Concerning the organizational strategy, the division of opinion seems situated between the group of managers (composed of “managers directors and chief executives”: 60%, “managers of production”: 69.3% and “managers of department”: 69.2%) and the group of professionals (50%).

Concerning the technical strategy, the division of opinion seems located between “directors, chief executive, managers of production” (80%, 77%) on one hand, and “managers of others department and professionals” (69.3%, 66.6%) on the other hand.

Of course, data have been collected from a sample group only composed of 50 M&P, but they still reveal a tendency in the results.

4.6 The daily management

When we ask M&P if they have the possibility to give their advice in front of their hierarchy, 41 of the 50 M&P answer “yes” and 8 of the 50 M&P answer “no”. Once they have been able to give their advice and when their opinion differs from hierarchy’s one, 28 of the 41 M&P declare that most often a compromise is found between them and their hierarchy. 8 of the 41 M&P declare that most often the hierarchy follows them. 5 of the 41 declare that the hierarchy imposes its point of view. Therefore, the compromise seems to be the best way to manage potential conflicts.

Concerning the relation with their subordinates, 4 of the 28 M&P who have subordinates declare to associate them to the way grants are distributed. 9 of the 28 M&P declare to associate their subordinates to the definition of work targets. 22 of the 28 M&P declare to associate their subordinates to the organization of work.

When opinions differ between M&P and their subordinates, 26 of the 28 M&P declare that subordinates can give their advice. In this situation, 15 of the 28 M&P declare that most often they negotiate compromises. 9 of the 28 M&P declare that they follow subordinates’ advices. 2 of 28 M&P declare that they impose their point of view.

Of course, it’s possible that subordinates don’t follow orders and demands. They can forget them (1 answer). They can try to negotiate again (1 answer). They can try to mobilise the teamwork (1 answer). They can conceal some information from M&P (6 answers). They can ignore (i.e. don’t listen) the demands (10 answers). They can also resist to them (11 answers).

In these different situations, M&P have the possibility to react. When subordinates ignore the demands, M&P can call them to order and insist again. In order to obtain from subordinates a better

agreement with the objectives, they can explain them again. Thus, some M&P discuss “one to one”, a “4 eyes discussion” with their subordinates. When subordinates resist to the demands, M&P call them to order, insist and try to be more directive. Resistance can be accepted but only when it concerns a specific work. Finally, when subordinates hide information, M&P have the possibility to punish them.

To conclude this part on professional relations, we report this observation of one of the M&P interviewed: “Everyone has the opportunity to speak out his concerns and depending on discussions which follow usually the solution is in the middle”.

5. M&P and New Technologies of Information and Communication

5.1 NTIC: which technologies, for what utilization?

In descending order, 42 of the 50 M&P declare to use the web, 42 M&P declare to use mobile phone, 39 M&P declare to use internal network, 38 M&P to use desktop computer and 25 M&P to use mobile computer. Other technologies are used. They refer to GMDSS (radio communication system), chat-program, Q-pulse, and specific software for maintenance.

4 of the 5 “managers, directors and chief executives” declare to use computer (desktop or mobile), phone, the web and internal network.

10 of the 13 “managers production and operations” declare to use desktop computer, 8 to use mobile computer, 11 to use mobile phone, 10 to use the web and 9 to use internal network. In “managers of other department”, the situation is similar.

16 of the 18 “professionals” declare to use desktop computer; 7 of the 18 professionals use mobile computer; 16, use mobile phone; 16, use the web and 15 use internal network.

In all these situations, mobility obtained with NTIC (virtual and physical, internal and external) is a requirement for a best efficiency at work.

The utilization of these technologies concerns colleagues (165 answers), hierarchy (145 answers), clients (123 answers), trade unions (108 answers) and at last the subordinates (96 answers).

Utilization of NTIC with subordinates is illustrated by the following keywords:

| |
|---|
| communication, information, tasks |
| E mail, Mobile phone, computer produce better and faster communication and sharing information make better job |
| Effectiveness |
| Efficacité et rapidité d'échanges de courrier et d'informations. |
| especially emails to pass information, memos etc. |
| faster spread of information personal contact get lost |
| higher information flow |
| I use only mobile phone |
| la planification du travail |
| Mails, prints etc. is necessary to simple solutions and short production time. |
| Most information to stuff comes on the intranet Instructions and checklists i available for all stuff at the intranet |
| n/a |
| Productivity |
| Test activities, personnel management, e-mailing |
| utile |
| We have all our working routines, partner agreements on the intranet. |

NTIC make communication, sharing of information and forward planning of tasks easier. NITC enable to get a stronger flow of information and to obtain a better productivity.

The utilization of NTIC with hierarchy is illustrated by the following keywords:

| |
|--|
| An opportunity to communicate with people who are often off site or difficult to meet in person. |
| Co-ordination and concertation of tasks |
| communication, information |
| directif-informatif |
| E mail, Mobile phone, computer produce better and faster communication and sharing information make better job |
| easier to 'criticize' and make better offers to outcome of the organization |
| Efficacité et traçabilité |
| especially emails to pass information, memos etc. |
| Exchange of mails with the shore hierarchy and colleagues |
| fast decisions and informations |
| Fast information flow |
| faster spread of information personal contact get lost |
| l'échange des informations et des documents |
| mail, documents standards |
| pratique |
| professionnel |
| reporting |
| reporting systems |
| Reports Budget Incidentreport |
| setting of tasks, e-mailing |
| Très utilisé Pas convivial |
| We use e-mail a lot. |

NTIC make coordination of tasks, dialogue, and fast communication easier. They also enable to help colleagues and subordinates who need it (whatever the distance between them). They facilitate the transmission of document and enable to follow activities about budget and incidents.

Concerning the utilization of NTIC with trade unions, illustrations are the following ones:

| |
|--|
| Access to information invaluable. Chance to keep in contact with people regularly and quickly. |
| Co-ordination and concertation of activities |
| coordination and cooperation |
| E mail, Mobile phone, computer produce better and faster communication and sharing information make better job |
| e-mailing, informations |
| especially emails to pass information, memos etc. |
| exchange w iev of different problems - preparing meetings and negotiations |
| faster spread of information personal contact get lost |
| important, pratique |
| indispensable |
| information |
| l'échange des informations et des documents |
| Pas souvent |
| Pertinence et efficience |
| réception des nouvelles par le délégué syndical |

NTIC help to obtain more information about trade unions activities (transmission of news and documents).

5.2 NTIC: what effects?

We have questioned M&P about the effects of the NTIC.

Questions have the following form:

Would you say that the (... technology):

- Make your work easier.
- Complicate your work.
- Change nothing in your work.
- Improve communication.
- Reduce communication among colleagues.
- Encroach on your personal time and life.

Several answers were possible.

The results are the following ones:

Desktop computer makes work easier for 35 M&P. It improves communication for 17 M&P.

It complicates the work for 3 of them. It reduces communication among colleagues for 13 of them. It encroaches on personal time and life for 2 M&P.

Mobile computer makes work easier for 22 M&P. It improves communication for 12 M&P. It complicates the work for 1 of them. It reduces communication among colleagues for 6 of them. It encroaches on personal time and life for 6 M&P.

Mobile phone makes work easier for 36 M&P. It improves communication for 25 M&P. It complicates the work for 1 of them. It reduces communication among colleagues for 3 of them. It encroaches on personal time and life for 8 M&P.

The Internet makes work easier for 37 M&P. It improves communication for 17 M&P. It complicates the work for one of them. It reduces communication among colleagues for 6 of them. It encroaches on personal time and life for 1 M&P.

Internal network makes work easier for 33 M&P. It improves communication for 18 M&P. It complicates the work for 3 of them. It reduces communication among colleagues for 9 of them. It encroaches on personal time and life for 16 M&P.

These results show that NTIC have improved the condition of work of the M&P. But in the meantime, two types of danger emerge. The first concerns the impact on personal time and life. Personal life is a factor of psychological balance. NTIC encroach on it. The second concerns the communication among colleagues. As seen above, the direct dialogue is a very important factor in professional relations but NTIC tend to reduce it. Therefore, the risk is that M&P retreat in a virtual professional world and that the direct relations decrease.

6. Control at work

6.1 Control of the M&P

In our sample group, 33 of the 50 M&P declare that their work is controlled (8 of the 14 women and 25 of the 36 men).

2 of the 4 “managers, directors and chief executives” declare to be controlled, as well as 8 of the 13 “managers production and operations”, 9 of the 12 “managers of other department” and 14 of the 18

“professionals”. The more the M&P belong to productive spaces, the more the control seem to increase.

Rates of control are equivalent according to the type of company (public, semi public, private).

To illustrate the control of their activities, M&P have used the following illustrations:

| |
|--|
| aléatoire |
| By line manager and Senior Managers |
| by treasury |
| Control is about memos, working hours, task done in time, signing my letters etc |
| Control is increasing More decisions regarding investment and so will be taken by the headquarter in Germany. |
| deadlines quality |
| délai, retour d'information, relation avec hiérarchie ou client |
| discussion sur l'avancement des projets avec le supérieur hiérarchique on pourrait mieux parler de communication |
| During co-operation between colleagues Weekly meetings in our department |
| External audits efficiency improvement |
| Feedback en matière d'objectifs et de compétences |
| financial controlling |
| Look details and advice about output. Chief don't control output but other colleagues |
| Management |
| meetings |
| number of pieces maintenance costs delivering time |
| Objectifs |
| plans reports |
| present work the head of team |
| rapport rappel des échéances |
| reporting sur volume |
| strict Follow-up |
| they check if we reach budget |

Controls concern objectives, budgets, investment, quality, professional relations, management, deadlines, reports and reporting. It can also concern working hours, tasks done, memos, letters and meetings. They are defined by the hierarchy and specifically by line managers and senior managers.

The frequency of controls is: daily for 9 M&P, weekly for 5 M&P, monthly for 10 M&P, every 3 months for 6 M&P, twice a year for 4 M&P and annual for 4 M&P.

2 of the 4 “managers, directors and chief executives” are controlled once a month and more.

6 of the 13 “managers production and operations” are controlled once a month and more.

5 of the 12 “managers of other department” are controlled once a month and more.

11 of the 18 “professionals” are controlled once a month and more.

Managers seem less often controlled than professionals.

25 of the 33 M&P declare that those controls are stable. 8 of the 33 M&P declare that they are increasing.

31 of the 33 declare that those controls are rather normal and 2 M&P that they are rather excessive.

6.2 Control of the subordinates

21 of the 28 M&P who have subordinates declare to control their work (2 no answers).

2 of the 3 “managers, directors and chief executives” control the work of their subordinates, as well as 7 of the 8 “managers production and operations”, 8 of the 10 “managers of other department” and 4 of the 5 “professionals”. The main part of M&P who have subordinates control their work.

These controls are illustrated by the following keywords:

| |
|---|
| check if they reach targets |
| check part of work |
| Control is about memos, working hours, task done in time, signing their letters, reports, statistics etc |
| Controlling of money transfers, tax data, other accounts, maintaining money |
| Feedback de leurs objectifs et du suivi de leur compétence |
| Fixed periods Check the effectiveness Number of accomplished audits |
| friendly |
| lecture interrogation comparaison |
| management controls systems goes for my part through balanced scorecard, budgets, valuebased leadership hierarchy disiding systems - more superior must often approve initiatives |
| personal responsible sustained |
| point matinal |

Controls concern feedback of activities relative to targets and results obtained. That concerns working time but also the operating budget that subordinates have in charge.

Most often, we notice daily controls (11 of the 19 answers) but also, sometimes, monthly controls (4 answers).

For 15 of the 18 M&P who have answered the question, these controls of subordinates are stable. For 3 of them, they are increasing and 18 of the 20 M&P think that their subordinates consider that these controls are rather normal.

7. Disciplinary actions

7.1 Are M&P concerned by disciplinary actions?

26 of the 47 M&P who have answered this part of the questionnaire declare that they can receive sanctions concerning their work. 21 of the 47 M&P declare that it is not possible.

Between each type of company, the result is equivalent. From 54 % to 56% declare “yes”. That means that nearly 50% of the M&P think that they can’t be punished...

9 of the 14 women and 12 of the 33 men think that they can’t receive any sanction.

2 of the 4 “managers, directors and chief executives”, 7 of the 13 “managers production and operations”, 6 of the 12 “managers of other department” and 11 of the 18 “professionals” declare to be concerned by disciplinary actions. 55% of the managers (all categories included) declare to be concerned by disciplinary actions. This percentage is higher for the professionals (61%).

M&P who have answered “yes” to the possibility of receiving sanctions have given the following illustrations:

| |
|---|
| Feedback insuffisant en l'absence de raisons perturbatrices. |
| delay |
| disapprovment from superior - ending up in reversing due to orders |
| erreur de calcul, erreur financière, erreur sécuritaire |
| Errors, faults, loss and/ or damage Breach of contract obligations Negligence Exceeding authority and rights |
| faute |
| Faute grave Vol |
| I make a plan once a year and the board of management sanction it |
| If I do not cope with company-standards in the last resort I can be acquitted |
| If I do not follow the policy of the company Mismanagement from me Economic swindle |
| Low efficiency “weak” decisions latitudinarian |
| low quality of work or belated results |
| Manquement grave |
| mise en danger du trafic ferroviaire |
| no experience |
| not achieving standards |
| Not keeping deadlines errors |
| The usual for everybody if my work is insufficient to the owner, and those applied by the maritime administrations and authorities. |
| travail inefficent, contestation publique de la communication |
| wrong transfers |

Sanctions can be motivated by low quality, no respect of standards, no respect of delay, deficient feedback, errors, faults, loss, damages, negligence, excessive authority, conflicts with superior and open protests.

Sanctions can be, for example, admonishment, transfer to another position and even fines and prison. At last, 7 of the 47 M&P declare to have already been punished for their work.

7.2 When M&P punish their subordinates

8 of the 28 M&P declare that they have already punished their subordinates.

None of the 3 “managers, directors and chief executives”, 3 of the 8 “managers production and operations”, 3 of the 10 “managers of other department” and 2 of the 5 “professionals” have already punished their subordinates. None of the 9 women and 8 of the 17 men have already punished their subordinates.

| |
|--|
| Disembarkation and participation for the owner after crew members be impolite for me or other crew , and refuse the work ordered by the chief of department. |
| la manque de la collaboration entre deux collaborateurs externes dans une filiale. Ce deficit a eu des récuperssions sur la qualité du travail |
| negligent careless lazy |
| special sanctions rules for misconduct |
| Stealing the customers consignments |
| w rong w ork, arrangements not implemented |

Reasons for sanctions concern refusal of orders or demands, negligence, carelessness, laziness, misconduct and bad quality of work. The sanctions can take the form of an admonishment, of a period of probation and at the end, the employee can be dismissed.

Before sanctions are taken, some procedures of conciliation are possible. 31 of the 47 M&P declare that these procedures exist in their company.

They have illustrated them by the following keywords:

| |
|---|
| Agreed disciplinary and grievance procedure in place |
| annonce des quasi accidents anonyme servant de cas à ne pas refaire |
| Avertissement Mise à pied |
| compagny follow trade union |
| Concertation with the director and / or chief executive in charge |
| Demande d'explication écrite...souvent suivi de sanction en "barème". |
| demande de justification écrite, commission de recours pour les sanctions graves |
| disciplinary poceedings |
| discussion "second chance" training |
| divers séancea de médiation |
| investigations negotiations with the trade union |
| personal speak with the head of team |
| Procédure d'appel |
| rencontre avec le responsable |
| three steps in cooperation with shop stew ards |
| Trade Union involvement |
| Usually a lot of information before i.e we must save all the e-mail correspondance. |
| We have procedure of investigation w itch involved everyone included in sanction |

We notice investigation, warning notice, laid-off workers and attempt of conciliation with director or chief executive in charge, the negotiation with trade unions, the writing demands of explication or justification and the second chance training. Of course, appeal procedures also exist.

13 of the 26 M&P who have answered the question concerning the efficiency of these procedures of conciliation think that they are efficient, 9 of them think that they are just enough efficient and 3 of them think that they are not efficient or not efficient at all. Progresses in procedures of negotiation are possible.

M&P have illustrated their answers by the following keywords:

| |
|--|
| Agreement with the relevant trade union concerning sanctions towards their members facilitates further development |
| dépendant de la volonté ou de la relation |
| Everything works to agreed budgetheads |
| If chief told you about mistake than you know another time and you won't making any more |
| les santions sont trop formalisées |
| Pas de récidive |
| potection of rights of employees and participation of the trade union |

We notice that procedures and sanctions can be excessively formalized. Agreement with relevant trade union can facilitate further development. Protection of the rights of employees and the participation of trade unions must be guaranteed.

8. Discrimination at work

8.1 Which type of discrimination and where?

8 of the 46 M&P who have answered this part of the questionnaire declare that they are subjects of discrimination in their company.

2 of the 4 “managers, directors and chief executives” declare that they are subjects of discrimination in their company as well as 2 of the 13 “managers production and operations”, 1 of the 12 “managers of other department”, 3 of the 17 “professionals”, 3 of the 13 women and 5 of the 33 men. Whatever is the function of M&P in the organization, they can be informed of facts of discriminations in their company.

In our sample group, 5 of the 21 public companies, 1 of the 9 semi public companies and 2 of the 16 private companies are concerned by discrimination. All of these 8 companies are composed of 500 persons or more.

In descending order, the subjects of discrimination concern gender discriminations (4 answers), political opinions (3 answers), age discrimination (3 answers), trade union activities (3 answers), manners (1 answer) and ethnic origin (1 answer). A subject of discrimination has been added. It concerns the “preference of befriend and/or gulf partners”!

8.2 What are the reactions in the companies?

When discriminations are identified, companies have discussed with the persons concerned in 2 of the 8 situations. They let things continue in 4 situations. They took decisions to prevent them in 2 situations.

Concerning reactions of the management, data show that managers have discussed with the persons concerned in 3 of the 8 situations. The management let things continue in 4 situations. They took decisions to prevent them in 2 situations.

Concerning the reactions of employees, the situation is similar. Employees have discussed with the persons concerned in 4 of the 8 situations. They let things continue in 3 situations. In 2 situations, they have requested decisions to prevent discrimination.

The reactions of trade unions are the following ones: they put an end to the discrimination in 2 of the 8 situations. They have discussed with persons concerned in 3 situations. They let things continue in 4 situations. In 2 situations, they have requested decisions to prevent discrimination.

In our sample group, data show that reaction is often “to let things continue”. That concerns 26 of the 79 answers. Then, the first level of reaction is situated near the protagonists. All data aggregated, discussions with persons concerned represent 29 of the 79 answers. Decisions or requests for decisions to prevent further discriminations concern 15 of the 79 answers. At last, only trade unions seem to have been able to put an end to discriminations (9 of the 79 answers).

To conclude this part of the questionnaire, some M&P report that they are not necessary informed of fact of discrimination. Discriminations exist but lots of employees ignore what are the legal definitions of discriminations and consequently if they are present in their organisation. In some countries, discriminations have been defined by the law and press campaigns have been carried out in order to alert people, employers and employees, trade unions and employers’ federations. Therefore, policies can be conducted with trade unions to reveal, to identify, to stop and to prevent it.

9. Injuries and accidents

46 M&P have answered this part of the questionnaire.

9.1 Fatal injuries

19 of the 46 M&P have declared that fatal injuries or accidents happened in their company last year. These fatal injuries or accidents concern 9 of the 21 public companies (57%), 2 of the 9 semi public companies and 5 of the 16 private companies. These 19 injuries and accidents only concern companies of 500 employees and more. 5 of the 5 French companies are concerned; as well as 4 of the 4 Swiss companies, 5 of the 9 Danish companies and 3 of the 8 Austrian companies.

14 of the 19 fatal injuries or accidents took place in the “transport via railways” sector, but “scheduled air transport” sector (2 of the 4 companies) and “sea and coastal water transport” sector (2 of the 4 companies) have also been concerned.

M&P have given some examples of fatal injuries or accidents:

| |
|--|
| accident de personne avec les trains, accident dû au courant fort, chute |
| accidents de manoeuvre, accidents de trajet |
| accidents sur chantier, personnes happées par le train |
| An employees was killed in a train accident |
| dans l'entreprise: oui - mais moi je n'ai pas des informations précises |
| death - shunting death - maintenance railway |
| employee |
| Exposition très élevée aux risques inhérents aux travaux relevant de la maintenance de l'infrastructure |
| traincrew, workers at the tracks repairing, stress, workmen |
| Travail sur les voies |
| Trucks Traffic accidents |
| work accidents occur regularly within a large company (9000 employees), a few - not every year - are fatal |

Fatal injuries or accidents concern professional activities and their environment (electrical systems, manoeuvre, maintenance of infrastructures and work on railway lines during the traffic). It also concerns stress at work and accidents happening on the way to or from work.

In front of these fatal injuries and accidents, 17 of the 19 companies have taken measures to remedy the problem.

| |
|--|
| according too stress (more actuel in my part of the company) the focus have been addressed to these problems - stress 'consultans' and information e.g. from the union has made the situation better in relation to workmen - asbestos |
| Audit Instruction |
| audits de sécurité analyse des cas mise en oeuvre des mesures en découlant |
| Better rules and educations |
| gros travail sur la sécurité |
| safety management system, mesures ponctuelles après analyse |
| sickness leave, pension etc. |
| Souci permanent d'amélioration des conditions de travail. Recherche de moyen(s) pour obvier aux risques résultant des facteurs humains. |
| Speed for trucks Information |

That concerns intervention of consultants and spreading of information to reduce stress, audits of instructions and safety, analysis of problematic situations, definition of rules and education, and general policy to improve the conditions of work.

These measures have been taken by the hierarchy and the top management of companies. They have also been taken by employers and employees together. Sometimes, trade unions have been associated to the measures taken.

At the department levels, 2 of the 46 M&P have declared that fatal injuries or accidents happened last year. These 2 cases of fatal injuries have been taken in charge. In the first situation, after

analysis by a specific commission, an action plan has been carried out. In the second situation, a project of formation to assistance and evacuation has been carried out.

9.2 Non-fatal injuries

26 of the 46 M&P have declared that non-fatal injuries or accidents happened in their company last year.

These non-fatal injuries or accidents concern 13 of the 21 public companies (62%), 5 of the 9 semi public companies and 8 of the 16 private companies.

These non-fatal injuries and accidents concern companies of all size: 2 of the 2 companies of less than 50 persons, 1 of the 5 companies of 50 to 99 persons and 23 of the 38 companies of 500 employees and more.

5 of the 5 French companies are concerned; as well as 4 of the 4 Swiss companies, 5 of the 9 Danish companies, 4 of the 8 Austrian companies, 2 of the 2 German companies and 1 of the 2 Portuguese companies. Sweden is less concerned than other countries (1 of the 5 companies).

17 of the 26 non-fatal injuries or accidents happened in the “transport via railways” sector, but “other land transport” sector (2 of the 6 companies), “sea and coastal water transport” sector (3 of the 4 companies) and “scheduled air transport” sector (2 of the 4 companies) are also concerned.

The illustrations concerning non-fatal injuries or accident are the following ones:

| |
|---|
| upper wrist strains |
| accidents de manoeuvre, accidents de trajet |
| can't remember |
| chute, outillage |
| Collisions with train materiel and suicides |
| Falls and trips |
| fracture hand, leg |
| idem |
| late train, cancellation etc. |
| Membre foulé Membre cassé coupure |
| pas d'informations précises par moi |
| stress - period of illness - several month |

We notice that these examples are the same as for fatal injuries. The same danger at work can turn out to be fatal or not. As for fatal injuries, stress and risk of suicides appear...

22 of the 26 companies have taken measures to remedy injuries and accidents:

| |
|---|
| Audit Instruction |
| Better rules and educations |
| campagne stop risk |
| idem accidents mortels |
| Plan quinquennel d'action pour l'ensembles des unités PPT et chacune d'elle le décline en un plan annuel d'action. Ce plan d'action est suivi en permanence et fait l'objet d'une analyse de l'évolution des objectifs et de leur échéancier respectif. |
| Problem areas rectified |
| procedures, costumers complains etc |
| rearrange w ork - rationalized w ork systems through lean- |
| sickness leave, pension etc. |

These measures concern audit, instructions, rules and education, and also action plan. The measures to remedy non-fatal injuries are the same than fatal injuries. Managers can be appointed to oversee and to prevent injuries. An employee in charge of safety can be nominated. Companies, sometimes inspired by trade unions, try to solve these problems by a global approach.

At the department level, 11 of the 46 M&P declared that non-fatal injuries or accidents happened in their department last year. Keywords used to illustrate measures chosen show that these ones have been taken by the head of department, by managers, and also by human resources services.

10. Social dialogue

45 M&P have answered this part of the questionnaire.

10.1 What social dialogue?

4 of the 45 M&P think that the social dialogue in their company is very good. 22 think that it is good, 12 M&P think that it is good enough and 7 that it is complicated (5) or very difficult (2).

11 of the 20 M&P (55%) that work in public companies think that the social dialogue is good or very good. Likewise, there are 6 of the 9 M&P (66.7%) working in semi public companies and 9 of the 16 M&P (57.8%) working in private companies who think that the social dialogue is good or very good.

18 of the 32 men think that the social dialogue is good or very good, as well as 8 of the 13 women. 3 of the 4 “managers, directors and chief executives” think that the social dialogue is good or very good (75%); as well as 8 of the 13 “managers production and operations” (61.5%), 5 of the 12 “managers of other department” (41.6%) and 10 of the 16 “professionals” (62.5%). With more data, these results could have been more significant.

Keywords or groups of keywords given by M&P to illustrate their opinions about social dialogue are the following ones:

| |
|--|
| constructive beneficial complete |
| contact dialogue écoute |
| convention collective de travail paix du travail |
| Different age and various work age in the company. Means that is difficult to talk about the same things |
| Employees would like more but Management seem unable to provide. |
| Ex-state company Private company part of holding Multilevel direction |
| friendly Team work Tolerance |
| Function Pressure |
| good if you work in higher position bad if you are lower in the hierarchy |
| hypocrisie individualisme communication |
| négociation cargo (suite restructuration), manque d'écoute, formation déficiente, Know how pas suivi |
| participation of the works council |
| seemingly undesired |
| Stingy owners "Weak" management |
| we talk very much each other about everything |
| work councils are mandatory - and the union and the management work together to reduce e.g. illness |

We first notice that good opinions about social dialogue depend on working conditions. It involves dialogue, participation, tolerance, contact and listening (see part 4). Moreover, that also depends on relations between management and trade unions, and on collective agreements that lead to social peace. In contrast to good opinions, bad opinions depend for example on weak management, hypocrisy, individualism, but also of "stingy" shareholders...

10.2 Responsibility of social dialogue

In order to obtain more information about social dialogue, we have asked M&P the following question: According to you, who is responsible for this situation (about social dialogue)?

5 answers were possible and M&P could choose several answers among: the shareholders; the direction; the managers; the employees; the trade-unions.

We have collected the following results:

24 M&P declare "managers", 21 M&P declare "direction", 21 M&P declare "employees", 12 M&P declare "trade-unions" and only 3 M&P declare "shareholders".

The answers concerning top management, managers and employees are identically distributed among ISCO categories but none managers, directors and chief executives think that shareholders are responsible...

In the meantime, according to the countries from where M&P come from, answers are different. Countries that attach more importance to employees are Denmark and Sweden. Country that attaches more importance to managers is Austria. Countries that attach more importance to top management are France, Germany and Bulgaria, and the answers that give more responsibilities to trade unions are especially recorded in France and Switzerland. Therefore, social cultures affect opinions about social dialogue.

To illustrate their answers, M&P have given the following keywords or group of keywords:

| |
|--|
| Bad communication |
| dialogue écoute négociation |
| diplomatic competent thoughtful |
| Ex-state company Change of property owner Multilevel direction |
| Good hierarchy Good communication Polite dialog |
| I can speak only of my department |
| I think that the focus put on the psychological work environment from the union raise the employees consciousness of these problems |
| manque de suivi dans le savoir-faire (perte), la formation continue |
| No clear profit |
| There is a reluctance to involve employees in details about planned projects. No face to face contact with employees from Directors and Senior Managers. |

As we can see above, the social dialogue always depends on the quality of communication, dialogue, listening, negotiation, diplomacy, psychological and social competences, and continuing education. It can also be facilitated by “joint management” which leads to the co-responsibility of social relations.

11. In front of the difficulties: forms of mediations

45 M&P have answered this part of the questionnaire.

11.1 Forms of mediation between M&P and their environment

When M&P have managerial, technical, social or personal problems, they can contact their hierarchy, their colleagues or trade unions in order to get some help.

When managerial problems happen

When managerial problem happens, 27 of the 45 M&P first contact their hierarchy. 17 of them first contact their colleagues and only 1 M&P have been recorded to first contact trade unions.

3 of the 4 “managers, directors and chief executives” and 11 of the 12 “managers of other department” first contact their hierarchy. For these two categories, managerial problems need to be solved with advices from the hierarchy.

For the other categories of M&P, we noticed various behaviours.

5 of the 13 “managers of production and operations” first contact their hierarchy, 7 of them first contact their colleagues and 1 of them first contacts trade unions.

8 of the 16 professionals first contact their hierarchy and 8 of them, the colleagues.

It seems that 3 different positions exist according to the place of the M&P in the organization. A manager near top management will rather refer to it. Managers of production and operation will prefer to find clues near colleagues in order to obtain operational and managerial solutions. Professionals are divided. Some of them will sometimes prefer to contact colleagues in order to obtain operational solutions whereas others will refer to their hierarchy. This difference can be explained by the level of autonomy at work.

As we can notice in the table below, all these positions can be explained by the fact that M&P mostly want to prevent difficulties. Therefore, they rather talk with their hierarchy and colleagues to get some help and find solutions. These positions also give the opportunity to keep good relations with the hierarchy.

| |
|---|
| discuss first the problem, maby they can help |
| discussion et écoute sont primordiaux |
| effectiveness |
| good relationship |
| I talk w ith the fleet manager and w ith the director of human resources to solve the problem |
| it depends - some times I discuss w ith other managers in my 'netw ork' - if problems are related to the union I w ill discuss w ith the local shopstew ard - some time the chairman of the union |
| Manageriel problems are a commen problem |
| soutien de sa part |
| Would try to solve problems internally first |

When technical problems happen

When technical problems happen, 23 of the 45 M&P first contact their hierarchy. 22 of them first contact their colleagues and none of them first contact trade unions.

2 of the 4 “managers, directors and chief executives” first contact their hierarchy and 2 of them first contact their colleagues.

6 of the 12 “managers of other department” first contact the hierarchy and 6 of them first contact their colleagues.

7 of the 13 “managers of production and operations” first contact their hierarchy and 6 of them first contact their colleagues.

8 of the 16 “professionals” first contact their hierarchy and 8 the colleagues.

Concerning technical problems, we notice that there is a similar position among all the ISCO categories of M&P. However, in front of technical problems, the positions of M&P are different. The choice will be done between colleagues and hierarchy.

| |
|---|
| depending on the kind of problems |
| I contact the technical department of the company. |
| My colleagues are specialists |
| Quality assurance |
| sometimes they can help |
| soutien de connaissance |
| their responsibility |
| travail en team présentation des cas lors des séances entre collègues |
| Would expect leadership from senior managers |

As we can notice in the table, M&P give some illustrations to explain their postures. First, decisions to contact hierarchy or colleagues depend on the kind of problems encountered. Secondly, M&P first contact colleagues because they are specialists. They have technical knowledge and technical problem needs specialist’s advices. Finally, cooperation between colleagues, inside teamwork where M&P discuss of their difficulties, can help them to find satisfying solutions.

When social problems happen

When social problem happens, 19 of the 45 M&P first contact their colleagues. 13 of them first contact their hierarchy and 13 of them first contact trade unions. When social problems appear, trade unions become useful.

For social problems, 3 of the 4 “managers, directors and chief executives” first contact their colleagues and 1 of them first contacts the hierarchy.

5 of the 12 “managers of other department” first contact their hierarchy, 4 of them first contact their colleagues and 3 of them first contact trade unions.

5 of the 13 “manager of production and operations” first contact their colleagues, 5 of them first contact trade unions and 3 of them first contact their hierarchy.

7 of the 16 “professionals” first contact their colleagues, 5 of them first contact trade unions and 4 of them first contact their hierarchy.

In our sample group, we notice that managers, directors and chief executives, never contact trade unions. However, we must remain cautious as the situation encountered might be due to the effect of our small sample group. It can also be understood as mistrust of trade unions.

However, for the 3 other ISCO categories of M&P, positions are different. When social problems happen, other managers and professionals accept to cooperate with trade unions. Social problems can be solved with a stakeholder approach.

M&P have given some illustrations to explain their positions regarding social problems:

| |
|---|
| depends again on what kind of problems - some times the local shopsteward |
| Discrimination |
| I contact my colleagues of my trade union |
| Other colleagues will usually understand the situation |
| résolution humaine, stabilisation |
| Social problems are a common problem |

As for the positions on technical problems, choices to contact hierarchy, colleagues or trade unions depend on the kind of problems encountered, but we've found out that M&P will rather discuss with colleagues who are able to understand the situation.

When personal problems happen

When personal problem happens, 21 of the 45 M&P first contact their colleagues. 16 of them first contact their hierarchy and 8 of them first contact trade unions.

In case of personal problems, 3 of the 4 “managers, directors and chief executives” first contact colleagues and 1 of them first contacts trade unions.

5 of the 12 “managers of other department” first contact their hierarchy, 4 of them first contact their colleagues and 3 of them first contact trade unions.

5 of the 13 “managers of production and operations” first contact their hierarchy, 5 of them first contact colleagues and 3 of them first contact trade unions.

9 of the 16 professionals first contact their colleagues, 6 of them first contact trade unions and 1 of them first contact their hierarchy.

When personal problems happen, reaching trade unions remains a solution for sharing opinions but the number of persons who have this approach is lower than for social problems. Personal problems stimulate personal relations and contacts with colleagues will be preferred.

Concerning positions on technical and social problems, the choices to contact hierarchy, colleagues or trade unions depend on the kind of problems encountered, but trust between M&P, hierarchy, colleagues or trade unions is a requirement for talking about personal difficulties. It also means that a deontological posture is required.

| |
|---|
| depending on the problem |
| depends - some time it might be wise not to expose the problem inside the company |
| discussion, conseil |
| family |
| Or HR but would use Trade Union if problems not solved satisfactorily. |
| Seek if they have any similar experiences to recall outcomes, then refer to TU or Senior Management |
| trust |
| Usually i try to solve by my self or i talk with my colleagues |

11.2 Forms of mediation between subordinates and their environment

We asked M&P who do their subordinates first contact when they encounter managerial, technical, social and personal problems (i.e. what do they think that subordinates do ?). M&P had the choice between: “colleagues”, “themselves”, their own “hierarchy” or the “trade union”.

When managerial problems happen

When managerial problem happens to subordinates, 22 of the 25 M&P think that they are the first to be contacted, 3 of them think that subordinates first contact colleagues and none of them think that they first contact trade unions. This attitude is revealing of the role that M&P think that they have next to their subordinates.

3 of the 3 “managers, directors and chief executives” and 10 of the 10 “managers of other department”, 7 of the 8 “managers of production and operations” and 2 of the 4 “professionals” think that they are the first to be contacted by their subordinates. Only 1 of the 8 “managers of production and operations” and 2 of the 4 “professionals” think that they first contact their colleagues.

Keywords and group of keywords given by M&P to illustrate their answers are “coaching”, “guiding”, “good relationship” and “trust”. Concerning managerial problems, M&P seem to be in a trustworthy relation with their subordinates.

When technical problems happen

When technical problems happen, 16 of the 25 M&P think that they are the first to be contacted by their subordinates, 8 of them think that subordinates first contact colleagues and 1 of them thinks that it's the hierarchy that subordinates first contact.

2 of the 3 "managers, directors and chief executives" think that subordinates first contact their colleagues and one of them think that he's the first to be contacted.

7 of the 10 "managers of other department" think that they are the first to be contacted by their subordinates, 2 of them choose "colleagues" and 1 of them chooses "the hierarchy".

5 of the 8 "manager production and operations" think that they are the first to be contacted by their subordinates and 3 of them choose "colleagues".

3 of the 4 "professionals" think that they are the first to be contacted by their subordinates and one of them thinks that his subordinates first contact colleagues.

When technical problems happen, they stay inside the team. They can be solved by the cooperation of the colleagues and with support of the hierarchic line.

When social problems happen

When social problems happen, 14 of the 25 M&P think that they are the first to be contacted by subordinates, 6 of them think that subordinates first contact colleagues and 5 of them think that subordinates first contact trade unions.

2 of the 3 "managers, directors and chief executives" think that subordinates first contact colleagues and one thinks that he's the first to be contacted.

7 of the 10 "managers of other department" think that they are the first to be contacted by their subordinates, 2 of them think that it's "colleagues" and one thinks that subordinates first contact trade unions.

4 of the 8 "managers production and operations" think that they are the first to be contacted by subordinates and 4 of them think that they first contact trade unions.

2 of the 4 "professionals" think that they are the first to be contacted by subordinates and 2 of them choose "colleagues". None of the professionals think that trade unions are the first to be contacted by their subordinates.

Here again, the choice to contact “colleagues”, “themselves”, their own “hierarchy” or the “trade union”. depends on the kind of problem encountered but trust is a necessary precondition for the social relation.

When personal problems happen

When personal problems happen, 16 of the 25 M&P think that they are the first to be contacted by subordinates, 5 of them think that subordinates first contact colleagues, 5 of them think that subordinates first contact trade unions and one of them think that subordinates first contact the hierarchy.

2 of the 3 “managers, directors and chief executives” think that they are the first to be contacted by subordinates, 1 of them think that they first contact colleagues.

6 of the 10 “managers of other department” think that they are the first to be contacted by subordinates, 3 of them think that they choose their colleagues and one of them thinks that subordinates first contact trade unions.

6 of the 8 “managers production and operations” think that they are the first to be contacted by subordinates and 2 of them think that they first contact trade unions.

2 of the 4 professionals think that they are the first to be contacted by subordinates, 1 of them chooses “colleagues”, another chooses “the hierarchy” and nobody thinks that they first contact trade unions.

11.3 Difficulties and mediations: synthesis of the results

To conclude this part concerning the reactions of M&P and their subordinates in front of various problems, we have synthesized the results.

When managerial or technical problems have happened (to M&P or to subordinates), hierarchy of M&P has been solicited 51 times by M&P and 1 time by subordinates. M&P have been solicited 39 times by their subordinates and 39 times by their colleagues. Subordinates have been solicited 11 times by their colleagues. Trade unions have only been solicited once...

When social or personal problems happen, hierarchy has been solicited 29 times by M&P and 1 time by subordinates. M&P have been solicited 30 times by their subordinates and 40 times by their colleagues. Subordinates have been solicited 11 times by their colleagues. Trade unions have been solicited 21 times by M&P and 8 times by their subordinates.

In spite of declarations about conditions for a good social dialogue (see part 10.1) trade unions seem to be excluded from managerial and technical regulation at work and appear to have some difficulties staying visible in the social space.

12. Trade unions

The purpose of this part of the study is to understand the opinions of M&P about strategy, communication, training and services of trade unions, according to the local, national and European levels of action.

45 M&P have answered this part of the questionnaire.

2 of the 45 M&P declare that there is no trade union in their company. These companies are private companies in “railway transport” and “non scheduled air transport” sectors.

9 of them declare that there is one trade union. It concerns 3 public companies, 3 semi public companies and 3 private companies in “railway transport”, “other land transport”, “inland water transport” and “cargo handling and storage” sectors.

22 of the 45 M&P declare that there are between 2 and 4 trade unions in their company. It concerns 11 public companies, 4 semi public companies and 7 privates companies.

12 of the 45 M&P declare there are at least 5 trade unions in their company. It concerns 6 public companies, 2 semi public companies and 4 privates companies.

The bigger is the size of a company, the more important is the number of trade unions in it.

Only 24 M&P declare that there are specific trade unions for managers or/and professionals in their company. That concerns 12 of the 17 public companies, 3 of the 3 semi public companies and 9 of the 11 private companies. That also concerns 2 of the 2 companies with less than 50 persons, 1 of the 3 companies with 100 to 499 persons and 21 of the 29 companies with 500 employees or more.

12.1 Strategies of trade unions

Local/regional strategies

34 of the 45 M&P think that local/regional strategies of their trade unions are very efficient (5) or efficient (29) at local/regional level. These opinions concern 2 of the 4 “managers, directors and chief executives” (50%). That also concerns 10 of the 13 “managers production and operations” (77%), 9 of the 12 “managers of other department” (75%) and 13 of the 16 “professionals” (81%).

Keywords or groups of keywords given by some M&P to illustrate their opinions about local/regional strategies of trade unions are the following:

| |
|--|
| actions écoute réaction |
| Aware of development good discussions between trade-unions and management |
| CCT efficace |
| CCT, conflit, accompagnement des personnes avec problèmes |
| diplomatic competent thoughtful |
| I know where to find them |
| It depends on the people |
| Largest union does not have effective democratic membership involvement |
| no real counter acting force |
| Our trade unions are very active and participate in many aspects of our company's decision-making |
| pas efficace pour le groupe M&PS |
| taking care of salary, work environment, discuss strategy, and work conditions for managerial staff |
| they are not very present |
| trade union is well organized |
| Trade unions are shared in the group. Their performance differs a lot. |
| Unions have a fairly good relationship with Management. Changes to the structure may lead to a worsening of the relationship in future. |
| With audiences, meetings with owners, government, social partners, other trade-unions they raise concerns and problems of the maritime sector. |

First, local/ regional strategies of trade unions are efficient because trade unions are present and organised. They are generally active, they participate and they are aware of development. Secondly, they are diplomatic and have “thoughtful competences”. They are attentive to employees, help them and have good relationship with the management. They take care of salary and conditions of work. On the contrary, they can be considered as not efficient because they are not present or because “largest union does not have effective democratic membership involvement”.

Obstacles for trade unions to have more efficient local/regional strategies are the following ones:

| |
|--|
| owners and government often refuse to receive the unions. |
| Change of company's property |
| collègues de travail anxieux, culture typique suisse manque de combativité |
| délégué syndical à disposition |
| esprit corporatiste des M&PS, représentation presque exclusive des catégories autres par le syndicat |
| Lack of interest |
| more effective help, more political calls |
| more than one union for each profession |
| political obstacles |
| The negative view of managers for Trade Unions. The lack of support from employees for Trade Unions. |
| tight budgets and too much to do during the day - often the cooperation with the union becomes formal due to situation mentioned |
| Vested interest |

At the first level, obstacles concern changes of company's property and owners who often refuse to receive trade unions. At the second level, they concern the negative view that managers have of

trade unions. At the third level, they concern corporatism that exists in M&P groups and lack of involvement of trade unions for M&P. At the end, they concern the lack of interest and pugnacity of employees.

In spite of these difficulties, some successes of local/ regional strategies exist:

| |
|---|
| accompagnement |
| Collective bargaining |
| Do not know |
| focus on the psychological work environment - liberalisation on the railways restructuration in the company - smooth for the future |
| Good income |
| i don't remember |
| Improved working conditions discussed at regular joint Management/TU meetings |
| le syndicat s'intéresse pas seulement pour les problèmes syndicales mais aussi pour une bonne politique du trafic dans la Suisse |
| negotiating employee-benefits |
| pay raise, cooperation by change projects |
| pay, low use of disciplinary or grievance procedures |
| salaire conditions de travail défense de l'emploi |

It concerns accompaniment of employees, collective bargaining, incomes, psychological assistance at work, attention paid to the environment and working conditions, low use of disciplinary procedures but also the protection of employment.

National strategies

Concerning national strategies, results are the following:

34 of the 45 M&P think that national strategies of their trade unions are very efficient (3) or efficient (31) at the national level. These opinions concern 3 of the 4 “managers, directors and chief executives” (75%). It concerns 9 of the 13 “managers production and operations” (69%), 9 of the 12 “managers of other department” (75%) and 13 of the 16 “professionals” (81%).

The keywords or groups of keywords given by some M&P to illustrate their opinions about the national strategies of trade unions are the following ones:

| |
|--|
| action écoute |
| CCT, conflit |
| diplomatic competent thoughtful |
| good organizing of the work of the works councils, different services for the employees |
| le syndicat s'intéresse pas seulement pour les problèmes syndicales mais aussi pour une bonne politique du trafic dans la Suisse |
| politic It depends on the president |
| political weak |
| social partnership |
| Suisse= pays du compromis paix du travail |
| they work very often together and have a political agenda that often are listened to among the politicians |
| Works very well at national level but as transport workers are a minority of members tend to spend more time on other areas. |

National strategies are efficient because of the ability of trade unions to listen and to react.

Opinions also depend on the national approaches of social relations and of political agendas.

The obstacles for more efficient trade unions national strategies are:

| |
|---|
| differences within trade-union become a slave to policy |
| Difficulties with the government |
| Efficace mais un peu consensuel, retard de réaction parfois, culture syndicale typique suisse manque de combativité |
| la parallélité entre syndicat et commission du personnel (interne au CFF) |
| Lack of understanding of transport workers issues, NOT good at recognising transport as an issue that affects all its members and not just those who work in that industry. |
| moyens insuffisants personnels insuffisants finances insuffisantes |
| Multiple associations of branch syndicates |
| political obstacles |
| problèmes de représentativité nationale, problèmes de relations avec les autres syndicats |
| the way drivers blocks for more efficient work systems |

Obstacles concern the political relations with governments, the lack of understanding of issues encountered, the complexity of trade unions organizations and the problems of national representation and of relations between trade unions.

National successes concern, for examples, the collective agreement on working time and the progresses of the law.

| |
|---|
| CCT, |
| collective agreement on working time in the railway sector |
| Involved in discussions at government level regarding bus travel. Do respond to consultations on government strategy for transport. |
| retention public service employment law |
| Tripartite negotiations : state – employers - syndicates |
| work project focusing on work environment and work organization |

European strategies

Only 16 of the 45 M&P think that the strategies of their trade unions are very efficient (1) or efficient (15) at the European level but 20 M&P declare that they have no opinion. These good or very good opinions concern 1 of the 4 “managers, directors and chief executives”. It also concerns 6 of the 13 “managers production and operations”, 5 of the 12 “managers of other department” and 4 of the 16 “professionals”.

Keywords or groups of keywords are related to the ITF and ETF activities but they also show the problems encountered:

| |
|---|
| bonne représentation |
| diplomatic competent thoughtful |
| don't know what they do - |
| Full participation in all ITF and ETF activities and those with ETUC and EU |
| I don not have much information. |
| Not aware of any real strategies. May improve as it strengthens its ties with unions in other european countries. |
| problématique des cultures |
| probleme d'écoute |

Obstacles for more efficient European strategies of trade unions mostly concern the lack of communication, the opposition between member states and trade unions and the difficulties to define common interests.

Successes concern the influence of trade unions on the European legislation, the “steering committee” activities and the meetings organized by ETF and EU.

12.2 Communication of trade unions

Trade unions can communicate by the following ways and methods: “papers”, “booklets”, “leaflets”, “internet”, “internal network” and “mails”.

When we ask M&P: “what are the ways and methods of trade union communication you are informed about?”

38 of the 50 M&P declare “mails”, 34 declare “internet”, 33 declare “papers”, 22 declare “leaflets”, 13 declare “internal network”, 12 declare “booklets” and one of the 50 M&P recall that “meetings” is also a possibility.

As we can notice in these results, “papers” have an equivalent impact than new methods of communication such as “mails” or “internet”.

When we ask M&P what is their opinion about the efficiency of the different ways and methods of communication (several answers were possible), results are the following:

| Ways and methods | Very efficient or efficient | Not efficient |
|-------------------------|------------------------------------|----------------------|
| Papers | 25 | 7 |
| Booklets | 11 | 1 |
| Leaflets | 19 | 1 |
| Internet | 28 | 5 |
| Internal network | 11 | 2 |
| Mails | 37 | 1 |

Paper is efficient because information provided is short and it can be read on the way home or during free time. Leaflet is efficient because it can be given directly to the workers. The Internet and mails are efficient because these media are very quick and easily accessible. Moreover, mails are efficient because they can be personalized and because a new information can be immediately transmitted and received.

In the meantime, the global opinion about trade unions communication differs according to the level of communication:

| Level | Very efficient or efficient | Not efficient |
|-------------------------------|------------------------------------|----------------------|
| Local/ regional communication | 28 | 6 |
| National communication | 25 | 9 |
| European communication | 12 | 11 |

Keywords or groups of keywords given by M&P to illustrate the efficiency of local /regional communication are “recurring meetings”, “fast”, “good internal organization”, “proximity” and “personalization”.

The obstacles are “different interests”, “too much messages”, “lack of interest of workers”.

The successes of local communication concern websites, internal news bulletins and meetings.

Keywords or group of keywords given by M&P to illustrate the obstacles of national communication are the following. Information can be excessive; Problems with languages,

understanding and readability can exist. National communication lacks of resources. And sometimes, the strategies of communication can be uncoordinated. Nevertheless, some successes exist. In particular, it concerns the quality of information.

Concerning communication at the European level, M&P consider that it's too complex and little known by employees. The obstacles of the communication at the European level concern the lack of coordination, the lack of interest and mostly the lack of "passing on" by national trade unions. It results from this situation that none of the M&P have given examples of success for the European communication.

12.3 Trainings organised by trade unions

The results about trainings organised by trade unions are the following ones:

| Level | Very efficient or efficient | Not efficient | No opinion |
|---------------------------|--------------------------------|---------------|------------|
| Local/ regional trainings | 24 | 9 | 12 |
| National trainings | 21 | 6 | 18 |
| European trainings | 9 | 10 | 26 |

First, globally, we notice that the rate of satisfaction is not very important (24 of the 50 M&P). Secondly, we observe that levels of satisfaction and the absence of opinion depend on the level of trainings. The more the trainings are organized at local levels, the higher the rates of satisfaction are. The more the trainings are organized at the European level, the higher the rate of "no opinions" is. Moreover, it seems that confusion exists between professional trainings and trade union trainings (object of the question).

The illustrations of local trainings are related to the extension and revitalization of knowledge. The obstacles concern the lack of humans and financial resources to realize training programs. In the meantime, some M&P report a little level of participation. The obstacles encountered also concern the lack of trade union culture in the proposed trainings. In spite of these difficulties, successes concern the assistance given to M&P in order to help them in their social relations.

The illustrations of national trainings are the same than those reported at the local level. The obstacles concerning the efficiency of trainings at the national level concern the lack of information and the lack of resources for training projects. Trainings are not accessible to all the members and it

is a factor of dissatisfaction. The successes concern the organization of seminars but we do not have information about training subjects.

Concerning trainings organised at the European level, 26 of the 50 M&P declare that they have no opinion about it. A lot of M&P think that there are no trainings organized at the European level. It can be the result of a lack of propositions or a lack of information about European trade union trainings. It can also be explained by the fact that European trainings only concern trade union representatives.

12.4 The service offer

The illustrations given by M&P show that services offered by trade unions concern the help given to employees in emergency case, the legal representation, the juridical and financial assistance, the social assistance, the welfare supports, the discounts and the quality of information.

These services concern local and national levels of trade unions actions. There are no illustrations of the European services.

Levels of satisfaction according to the level of trade unions are the following:

| Level | Very efficient or efficient | Not efficient | No opinion |
|--------------------------|--|----------------------|-------------------|
| Local/ regional services | 29 | 6 | 10 |
| National services | 28 | 3 | 14 |
| European services | 8 | 7 | 30 |

We notice that 29 of the 50 M&P think that local services are very efficient or efficient. 28 of the 50 M&P think that national services are very efficient or efficient. These results are encouraging.

At the local level, obstacles encountered concern the lack of people to carry out services, the individualistic attitudes and the lack of communication about these services. Successes concern the legal representation of trade union members and the negotiation of labour rights.

At the national level, obstacles concern the lack of resources. Successes concern the juridical assistance and the negotiation of collective employment contracts.

At any level, service offer can help trade unions to increase the number of members but they have to develop and to improve the services offered.

13. The Responsible European Management (MER)

Only 4 of the 43 M&P declare that they have been informed about this initiative. They come from Bulgaria, Portugal and Denmark.

1 of the 4 M&P declares that she uses it. She is a manager director and she is Danish.

In the questionnaire, starting Kit of MER by Eurocadres, we asked M&P to detail the process using the following list:

- Create a working group
- Identification of the stakeholders
- Define the main actors
- Define the process: when, where
- Identify the main axes of progress
- Define priorities
- Define the targets
- Organise the collection of information
- Definition of the indicators
- Feedback of information to the stakeholders

In this unique and concrete case, 3 of the 10 steps have been accomplished.

A working group has been created. The process (when, where) and the targets have been defined.

14. Trade unions and needs of M&P

This last part of the questionnaire concerns the needs regarding strategies, communication, training courses, services and ideal profile of trade union representatives. That's the way for trade unions to enhance their offers and to improve the links between them and M&P.

14.1 Needs of strategies

Concerning local strategies, as shown in the table below, 2 of the 5 “managers, directors and chief executives” are looking for specific local strategies, as well as 10 of the 13 “managers of production and operations”, 4 of the 14 “managers of other department” and (only) 4 of the “professionals”.

| | MANAGERS Directors | MANAGERS Production operations | Others MANAGERS Department | PROFESSIONALS |
|--|--------------------|-----------------------------------|-------------------------------|---------------|
| professionel | 0 | 1 | 0 | 0 |
| understanding | 0 | 1 | 0 | 0 |
| understanding the situation | 0 | 1 | 0 | 0 |
| care more for employee really political less depending | 0 | 0 | 0 | 1 |
| Club for managers | 0 | 0 | 1 | 0 |
| Concern about people | 0 | 1 | 0 | 0 |
| Effective Collective agreement | 0 | 0 | 1 | 0 |
| information, conversion the right | 0 | 1 | 0 | 0 |
| knowledges | 0 | 1 | 0 | 0 |
| la bonne collaboration au niveau des problèmes des divers membres | 0 | 0 | 1 | 0 |
| Local visibilty is the key. Close to you and allways in reach must be the best. | 0 | 0 | 0 | 1 |
| moyens matériels | 0 | 1 | 0 | 0 |
| Need for swift contact local trade union representative - local management in crisis situations | 0 | 0 | 0 | 1 |
| need more focus on the kind of problems the managers have in their job - handling staff and internal surveys on staff satisfaciton the union, if focus on managers, could be at place where dare discuss yout managerial problems | 1 | 0 | 0 | 0 |
| negociating vages, negociating environnement at work, | 0 | 0 | 0 | 1 |
| Nice to be informed | 0 | 1 | 0 | 0 |
| protection support help | 0 | 1 | 0 | 0 |
| secrétariat régional renforcé, réorganisation du syndicat par régions | 0 | 0 | 0 | 1 |
| speed frequen On time | 0 | 1 | 0 | 0 |
| stratégie volontariste poussée vers M&PS: | 0 | 0 | 1 | 0 |
| support and results concerning gender mainstreaming trainings, information | 1 | 0 | 0 | 0 |
| Wage fixing and labor conditions | 0 | 0 | 0 | 1 |
| Total | 2 | 10 | 4 | 6 |

First, their requests concern a better understanding of their problems and their situation, in particular for the managers. Secondly, requests concern information, knowledge and supports in order to help them in their activities. Finally, for professionals, requests concern the wages, the working conditions and environment.

Regarding needs of M&P concerning trade union strategies at the national level, the requests are identical to those encountered at the local level but M&P also express the necessity of an effective tripartite social dialogue and better strategic contacts with national organizations.

Regarding their needs at the European level, their requests concern a better European legislation, in particular rules of equity about wages concurrency and gender discrimination.

14.2 Needs of communication, trainings courses and services

At the local level and regarding trade unions communication, the needs of M&P concern, at first, the emails list of members. Email communication must be improved. Secondly, higher frequency of communication is requested. At the national level, papers more dynamic and a greater number of Internet offers are asked for.

At the national level of communication, some managers express their need of “chat rooms” where companies can’t track them down. Thus, managers could exchange their experiences of work. They also need a higher frequency and a better constancy of communications. Some professionals request more incisive newspapers and websites better adapted to their situation.

At the European level, needs concern information about the European legislation process.

Concerning the needs of training courses, wishes are linked to more attractive and more regular trainings as well as better offers. M&P declare that they need the organization of seminars, branch meetings, colloquiums and conferences. The subjects of trainings concern the leadership, the law and the collective agreements.

Concerning the service offer, some M&P need better information about the power of trade unions at the local level. They also need more juridical assistance and more advices. They request specific services in order to defend their interests. At the European level, they need ideas, programs and propositions of action which could be developed at national and local levels.

14.3 Needs of trade union representatives

The last point of the questionnaire concerns the expected profile of trade union representatives.

At the local/ regional level, needs are the following:

| |
|---|
| "strong men" |
| à l'écoute |
| an educated employee that takes care of both the company, the managers and the employees - know about the way of running the business, have opinions on how to have to organize work, know the 'law' but is able to be flexible and find solution of the 'problems' at the workplace instead of inventing the problems! |
| bonne formation syndicale, économique et politique, compétences sociales, bon communicateur |
| competent enthusiastic thoughtful |
| intégration de représentants M&PS |
| Like now |
| Regularly democratically elected and without a political bias |
| renforcement secrétaires syndicaux, juriste, communications |
| strong, clever, integer |
| Updated knowledge about rules and regulations. Easy access to managers and directors. |
| visual, that you know them |

At the local level, managers (directors and chief executives, managers production and operations, and managers of other department) need “educated employees” able to take care of many aspects of the company. They need “strong men” but able to listen, enthusiastic but thoughtful: one of them in sum...

Professionals need representatives that have juridical competences and knowledge about rules and regulation and an easy access to managers and directors. The number of trade union representatives should be strengthened. Some of the professionals hope for a democratically elected person without political bias. At last, representative must be “clever” and “integrated”.

The profiles of trade union representatives at the national and European levels are the same than the ones expected at the local level, but at the European level, two characteristics have been added: representatives must be very available and they must have political competences.

General conclusion

To conclude this report, regarding the main questions whose aim is a better understanding of the managerial and professional staff in transport sectors, we would like to underline some of the main results revealed by the statistical study and by the questionnaire.

Globally, from 1997 to 2006, trends in the evolution of the number of managers and of the number of professionals are different.

Thus, in the managers' category, this trend is globally in favour of self employed without employees. For professionals, it is globally in favour of employed employees. A focus on the various categories of employees shows that the number of women has increased faster in the managers' category than in the professionals' one. Concerning the age pyramid, results show that the number of 20-29 years old employees has decreased in the managers' category whereas it has increased in the professionals' one. Moreover, the number of 50-59 years old employees has increased more slowly in the managers' category than in the professionals' one. Concerning the levels of education, results show that the rate of high level of education has increased faster in the managers' category than in the professionals' one. At last, these increases of high levels of education in managers' and professionals' categories are mainly due to women.

Of course, concerning these evolutions from 1997 to 2006, some disparities exist between countries but the general trend shows an overall movement of homogenisation.

It results from these evolutions that in 2006 and for the ETF sectors, managers belong less often to the salaried employees' category than professionals do. Employee status concerns 60.84% of the managers and 97.56% of the professionals. Inversely, the status of self employed without employees concerns 9.54% of the managers and 1.74% of the professionals.

A focus on the employees shows the following situation. Concerning gender distinctions, nowadays, the rate of managers and professional are similar. There are 30.08% of women in the managers' category and there are 27.97% of women in the professionals' category. Concerning the age pyramid, differences between managers and professionals concern employees aged from 20 to 29 years old. Professionals are younger than managers and women professionals represent 39.24% of this age category. At last, concerning the rate of high level of education, we notice that it's more important in the professionals' category than in the managers' one (66.45% against 43.93%). Overall, professionals have a better level of education than managers.

Of course, disparities exist between countries.

Concerning the formal responsibility for supervising other employees in EFT sectors and in 2006, 19.10% of the salaried employees supervise the work of other salaried employees.

That concerns 81.64% of managers but only 29.69% of women. The rate of formal responsibility in the managers' category increases with the rate of women professionals. It decreases when the rate of low level of education in the professionals' category decreases.

The formal responsibility for supervising other employees also concerns professionals. But only 42.35% of them are concerned by it and moreover only 23.36% are women. Rates of professionals with supervisory responsibilities are correlated to rates of salaried employees that have low levels of education, in particular employees belonging to groups 3 to 9. In ETF sectors, the more the rates of salaried employees having 20-29 years old and a low level of education increase (in particular those belonging to groups 3 to 9), the more the rate of professionals with supervisory responsibilities increases. The characteristics of salaried employees belonging to groups 3 to 9 condition the allocation of supervisory responsibilities for professionals. Formal responsibility for supervising other employees is also an object of gender discrimination. This is more important for professionals than for managers.

At last, 14.86% of other employees (ISCO 3 to 9) have the formal responsibility for supervising other employees but women only represent 21.77% of them. Above all and beyond gender discriminations, these results show that these categories of salaried employees can be sensitized to Responsible European Management.

In addition, the main results concern qualitative analysis of working conditions of some managers and professionals, their professional relations, the social dialogue and the mediations in front of difficulties and also their relations with trade unions.

Working conditions have been analysed from the point of view of professional responsibilities, targets, autonomy, control and disciplinary sanctions.

Concerning professional responsibilities, results indicate that financial responsibilities are related to budgets of companies or departments. But in our sample group, that only concerns managers. The managerial responsibilities involve general management but also the coaching of technical teams. That concerns a large part of the managers but only some professionals. The technical responsibilities are related to technical systems. They mostly concern the professionals. Therefore, professional responsibilities result from the organization and the division of activities between managers and professionals.

Results related to penal responsibilities show that managers and professionals are divided. Professionals seems to be more concerned than managers but a tendency to a juridical transfer of

the penal responsibilities on M&P exist and therefore, the company has the possibility to disclaim its responsibility.

Concerning professional targets, the results indicate that qualitative targets are more frequent than quantitative targets. Quantitative targets concern volumes and quality of production, cost and time allowed. They can be measured by statics and reports. Qualitative targets concern quality of work but also quality of management. Qualitative targets are easier to negotiate than quantitative targets. Therefore, levels of negotiation depend on the type of targets. Moreover, it depends on managers' and professionals' knowledge and competences during negotiations and controls. That also depends on the level of dialogue inside companies.

Autonomy at work is also a factor of distinction between managers and professionals. Women consider that they are a little less autonomous than men. Above all, managers, directors and chief executives seem to be more autonomous than other managers or professionals. Even if some managers and professionals are not really autonomous or not autonomous at all, their situation can suit them. In the meantime, autonomy at work must be analyzed in relation with the control at work. Thus, most of the managers and professionals are controlled but the more the managers and professionals are close to productive spaces, the more the controls are present and frequent. At last, the controls are correlated to disciplinary actions. Here again, professionals seem to be more concerned. The distinctions between managers and professionals increase.

Professional relations have been analysed from the point of view of relations with companies, top management, hierarchy, colleagues and subordinates.

In specific contexts concerning responsibilities, targets, autonomy, controls and disciplinary actions, professional relations are problematic. In spite of financial capitalism dynamics, reorganization and increase of demand of work, the opinions of managers and professionals on companies are rather good while opinions on top management are rather bad. Relations with companies, own hierarchy and subordinates are preserved but relations with top management are in crisis. This situation is correlated to distinctions that exist between the different managers and professionals and moreover between strategic activities and activities of production. That can also be explained by the fact that most often, managers and professionals have not a stakeholder approach of the companies.

In these situations, fortunately, in front of hierarchies, managers and professionals can give their point of view. That is also true for their subordinates. Nowadays, local compromises are the main way to manage professional relations and especially the potential conflicts between subordinates, professionals, managers and the top managers.

The following main results concern more generally difficulties at work. In spite of a low rate of answers that can be explained by a lack of information about discrimination, these ones exist and they mostly concern gender, political opinions, age, and trade union activities. Most often, even if some reactions exist between protagonists, discriminations continue. Alone, trade unions seem to be able to put an end to the discrimination but their actions are limited and their local, national and European actions must be done in parallel with better European information about discriminations.

Concerning injuries and accidents, the rate of positive answers is important. Qualitative data confirm trends revealed by statistical analysis and show some interesting examples of dangers at work. In front of injuries and accidents, most of the hierarchic lines and top management have taken measures to remedy the situation. But it might take a long time before recording a significant reduction in the number of injuries and accidents.

Concerning social dialogue in the companies, overall, the situation is rather satisfactory but directors and chief executives are most often satisfied than other managers and professionals. Responsible European Management is currently in embryonic state. Whatever the situations may be (satisfying or unsatisfying), direction, managers and employees have equivalent responsibilities. There is a structure of responsibilities which includes all the stakeholders of productive organization. Trade unions are present, but only at a secondary level of action. It means that in the managerial and professional representations, trade unions are not included in the stakeholders of productive organization. The situation is similar for shareholders who seem to have no responsibilities about the social dialogue in their company. Afterwards, the analysis of mediation dynamics confirms it: when managerial or technical problems happen, proximity relations between the hierarchy and managers, cooperation and solidarity between colleagues are the best ways to regulate the activities at work. This is also true when difficulties concern social or personal problems. Trade unions are involved in the regulation but they only come after the hierarchy, the managers and the colleagues. This report questions the place of trade unions in the social regulation. This one is correlated with managers and professionals' opinions about strategies, communication, trainings and services put in place by trade unions. Overall, managers and professionals think that local, regional and national strategies, communication, trainings and services are efficient or very efficient. But we have underlined it: trade unions have difficulties to take part in the social regulation. It means that, at the present time, it exists a distance between trade unions, managers and professionals. This distance decreases when emergency problems happen. In particular, when managers or professionals need a specific help from trade unions, that is: a legal representation, a juridical and a financial assistance. If this hypothesis is confirmed, trade unions should be more

attentive to managers' and professionals' problems and difficulties before their emergence. They should develop supports in order to help them in their activities. Representatives should learn to negotiate all the aspects of the companies with managerial staffs. For example, these efforts should be based on the stakeholder theory. Then, trade unions would be able to participate to social regulations and to develop the Responsible European Management model.